

# Department of Leadership Studies in Education and Organizations

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## I. INTRODUCTION

The faculty of the Department of Leadership Studies in Education and Organizations (LDR) in the College of Education and Human Services (CEHS) at Wright State University (WSU) seeks to promote and sustain successful performance in teaching, scholarship, and service, and to participate fully in the governance of the department, college and university. The bylaws herein specify procedures for the participation of Tenure Eligible and Tenured (TET) and Non Tenure Eligible (NTE) Bargaining Unit Faculty Members (BUFMs) in departmental governance.

## II. FACULTY GOVERNANCE

### 1. Department Membership

- a. Full-time Faculty  
LDR full-time faculty consists of Tenured and Tenure Eligible (TET) and Non Tenure Eligible (NTE) Bargaining Unit Faculty Members (BUFMs) and a department chair.
- b. Part-time Faculty  
LDR Adjunct Faculty may attend official department functions and open meetings, and are non-voting members of the department.
- c. Emeritus/a Faculty  
Emeritus/a faculty may attend official department functions and open meetings, and are non-voting members of the department.
- d. Support Staff  
LDR support staff may attend official department functions and open meetings if the full-time faculty agree, and are non-voting members of the department.
- e. Graduate Assistants  
LDR Graduate Assistants may attend official department functions and open meetings if the full-time faculty agree, and are non-voting members of the department.

### 2. Faculty Voting

- a. Voting Membership  
Except as prohibited by the CBA, voting membership of the department is comprised of all BUFMs, and includes faculty with joint appointments with the majority of the appointment being in LDR. Part-time faculty and emeritus/a faculty are non-voting members of the department.
- b. Amendments to Department Bylaws  
These LDR bylaws may be amended as set forth in the TET and NTE CBAs.

### 3. Department Committees

Department committees are standing committees and include the LDR Curriculum Committee and the LDR P&T Committee as described below:

time faculty and emeritus/a faculty are non-voting members of the department.

b. Amendments to Department Bylaws

These LDR bylaws may be amended as set forth in the TET and NTE CBAs.

3. Department Committees

Department committees are standing committees and include the LDR Curriculum Committee and the LDR P&T Committee as described below:

a. The LDR Curriculum Committee will review and make recommendations on undergraduate and graduate curricular and program issues affecting the department.

b. The LDR P&T Committee will make recommendations for promotion and tenure and devise annual statements of progress toward tenure for TET. P&T Committee members must be tenured TET that hold the rank of (at least) Associate Professor. The Department Chair is an ex-officio, non-voting member.

c. In addition to standing committees, the Department may form ad hoc committees.

4. Department Representation on College Committees

Consistent with the college bylaws, department faculty will nominate or elect a member of the faculty to serve on the College Senate and other appropriate committees or constituency slots.

5. Communication

The Department Chair and Chairs of committees will inform faculty of the disposition of requests, inquiries, and recommendations that affect the department. Updates will be provided in a timely manner that allow for faculty input when possible.

6. Selection of Graduate Assistants

Department faculty will participate in the selection and review of departmental graduate assistants.

7. Faculty Appointment, Reappointment and Dismissal

Department faculty may provide recommendations to the Department Chair in accordance with the CBA.

### III. TEACHING ASSIGNMENTS AND CLASS SCHEDULES, INCLUDING SUMMER AND OVERLOADS

BUFMs will have the opportunity to provide input to the Department Chair before teaching assignments and class schedules—including summer and overloads—are finalized.

### IV. FACULTY INVOLVEMENT IN THE REVIEW OF DEPARTMENT CHAIR

Department faculty will have the opportunity to comment on and make recommendations to the Dean toward the review or appointment of a Department Chair.

### V. ISSUES AFFECTING THE DEPARTMENT

The department meeting is a forum where faculty may introduce issues affecting the department for discussion and recommendations.

### VI. DEPARTMENTAL PROCEDURES

1. Department Meetings and Agendas

Department faculty will meet monthly during Fall and Spring terms. An annual schedule for the academic year of anticipated Department meetings will be provided in writing to all faculty by the Department Chair no later than the first week of classes in the Fall term. Meetings are usually held during the first and/or third Wednesday of each month. Department faculty may raise issues of concern at any faculty meeting.

In addition to monthly departmental meetings, the Department Chair and Chairs of committees may request additional meetings, which may be called by petition of one-third of all BUFMs. Notice of at least three university business days prior to the requested meeting date must be given, and the purpose of the meeting must be clearly stated.

## 2. Minutes

The Dept. Chair will arrange for the recording of departmental meetings by a member of the department and distribution of minutes to the faculty. A copy of the minutes will be maintained in the office of the Chair, and a copy will be forwarded to the Office of the Dean of the College of Education and Human Services.

## 3. Criteria and Procedures for Annual Evaluation of LDR Faculty

The LDR Department Chair will annually evaluate LDR BUFMs.

### a. Written Documentation and Procedure

In January of each year, LDR BUFM will prepare and submit to the Chair a summary of their accomplishments in teaching, scholarship (TET only) and service as set forth in the CBAs.

The Chair will hold a private meeting with each BUFM and NTE faculty member to discuss the Chair's written annual evaluation of the faculty member in relation to the materials submitted and the criteria for evaluation. BUFM and NTE faculty members will be provided a copy of the Chair's evaluation. Each BUFM and NTE will sign the evaluation form acknowledging receipt. If the BUFM or NTE wishes to rebut the evaluation, the BUFM or NTE may submit a written rebuttal. This rebuttal must be attached to the evaluation and forwarded per guidelines in the current collective bargaining agreement.

### b. Evaluation of Teaching

#### i. Peer Evaluation of Teaching

**TET BUFMS:** The LDR Promotion and Tenure Committee (P&T) will conduct a peer evaluation of teaching for all non-tenured BUFM each calendar year and for tenured BUFMs that request a peer evaluation. A tenured BUFM may recommend the course(s) in which he/she prefers to be evaluated. The bargaining unit faculty member will provide the P&T Committee with course materials for the course(s) to be evaluated, which may include course syllabi, handouts, examinations, a statement on revisions to a course(s), and/or a description of assignments. The P&T Committee may also request specific materials in addition to those submitted by the BUFM, and will arrange for visitation of at least one class by a tenured BUFM. The P&T Committee member's peer teaching report will include an evaluation of the course materials and a description of any class visit(s). Both the faculty member and the Department Chair will receive copies of the report and will have access to all materials used in the peer evaluation as well as written report(s) of all classroom visits. The Chair will use the peer evaluation report in his or her Annual Evaluation, while the P&T Committee will use the report(s) in its statement of progress toward promotion and tenure.

Peer evaluation of NTE faculty will be as set forth in the NTE CBA.

#### ii. Criteria for the Evaluation of Teaching are set forth in the NTE and TET CBAs.

### iii. Evidence for the Evaluation of Teaching

At a minimum, evidence used for the evaluation of teaching shall include student evaluations and available peer evaluations. In addition, BUFM may submit any materials to the department Chair including (but not limited to) the following:

- Selected syllabi or other class materials (to demonstrate a particular classroom innovation, for example);
- A written response to peer evaluations;
- A description of a particular section or a response to the student evaluations for a particular section (if the BUFM believes the evaluations for that section need to be contextualized, for example);
- Additional student evaluation materials, including (but not limited to) a self-administered evaluation instrument, a mid-term evaluation, the numerical evaluations from the official university instrument, signed letter(s) from students in a particular course, etc.;
- Evidence showing student learning success, for example the results of a pre- and post-evaluation.

### c. Evaluation of Scholarship

LDR BUFM value collaborative work such as jointly authored papers, or jointly authored or edited books. Furthermore, it is recognized that collaborative scholarship often requires as much effort as single-author scholarship and should be credited accordingly.

#### i. Criteria for the Evaluation of Scholarship

*"Unsatisfactory" or 0:* The bargaining unit faculty member does not satisfy the requirements for an adequate evaluation.

*"Adequate" or 1:* The BUFM demonstrates that he/she has developed a research agenda. To receive a score of 1 (Adequate) in scholarship, BUFM must maintain currency in the scholarship of his/her own field by providing evidence of at least one of the following:

- attending a state, regional, or national conference;
- membership on a panel;
- publishing a scholarly book review;
- submitting an article for peer review;
- submitting a proposal for a presentation;
- submitting a grant proposal for funding, or the equivalent.

*"Meritorious" or 2:* In addition to the requirements for "adequate" scholarship, the meritorious researcher must go beyond the demonstration of scholarly competence by delivering a paper at a significant academic conference, publishing one or more reviews, preparing an article, editing

an academic work, or the equivalent. To receive a score of 2, BUFM must include at least two of the following:

- has presented research at a professional conference and at least one of which was at the regional, national, or international level;
- has submitted an external grant proposal(s) in excess of \$5,000;
- has submitted a refereed or scholarly work;
- has served as a referee for federal grants.

*"Outstanding" or 3:* In addition to meeting the requirements for “meritorious”, the BUFM demonstrates at least one of the following:

- has published or has in press a refereed article in a recognized external journal in one's field;
- has an external grant funded for at least \$25,000 total costs (\$50,000 if Co-PI);
- has published or has in press a chapter in a scholarly book;
- has received a college, university or professional organization award for scholarship.

*"Extraordinary" or 4:* The BUFM fulfills the requirements for “outstanding” scholarship and accomplishes at least one of the following:

- has published or has in press two or more refereed articles in a recognized external journal in one's field;
- has published or has in press a peer-reviewed book in his or her discipline;
- has an external grant funded of at least \$50,000 total costs serving as principal investigator.

A faculty member's academic paper, book or similar work which has been accepted for publication but is not yet published shall be credited to the faculty member if he/she supplies adequate documentation confirming that the work is definitely scheduled for publication without further revision. This piece of scholarship may only be credited as published once in the annual review process, and may not be counted in the subsequent year(s).

## ii. Multiple Quality Activities in a Category

A situation may arise in which a faculty member has multiple *quality* activities in one category, but does not meet the specific criteria of the next higher level. In this case, the Chair may deem it appropriate to award the faculty member the next level because these activities are equivalent to specific criteria. For instance, a faculty member might receive a \$ 20,000 grant and published two scholarly reviews. The Chair may deem it appropriate to award the faculty member "Outstanding" rather than "Meritorious".

## iii. Principal or Co-Principal Investigator

A faculty member is expected to be the Principal Investigator or the Co-Principal Investigator of the grant being credited to the faculty member. In instances where grant requirements prohibit the faculty member from being listed as the Principal Investigator or the Co-Principal, but the faculty member can provide documentation to the Chair of his/her leadership role with the preparation of the grant, this grant will be credited to the faculty member.

iv. Submission of Evidence

In support of all claims of merit in scholarship, the faculty member should submit a copy of the manuscript or publication; conference program listings; letters of review or acceptance for articles, chapters, books, presentations, and grants; and any other material that documents the BUFM's scholarly achievements.

d. Evaluation of Service. Criteria are set forth in the TET and NTE CBAs.

4. Departmental Committees

The Department Chair and/or the majority of BUFM or a committee may create ad hoc committees as needed to serve the needs of the department.

a. Curriculum Committee

i. Membership in the LDR Curriculum Committee

- The committee will include BUFM in the department. Members of other faculty groups are welcome to attend meetings.
- The committee will elect a Chairperson for the following academic year at a meeting during spring semester from the BUFM group.

ii. Duties

The committee will review and make recommendations on all relevant curriculum matters.

b. Department P&T Committee

Tenured BUFM at the ranks of Associate Professor and Professor will form the LDR P&T Committee. The Department Chair serves as a non-voting member. A minimum of four tenured department BUFMs at the Associate/Professor rank is required to constitute this committee however if this is not possible given the composition of the department, LDR tenured faculty may invite faculty at the tenured Associate/Professor rank from other departments within CEHS to member the LDR P&T committee. Members of the LDR P/T committee will elect a Chairperson for the following academic year at a meeting during Spring term.

i. Promotion and Tenure (P/T) Process

The process for granting promotion and/or tenure to a BUFM may be initiated at the departmental level by the BUFM. The member must submit a written letter of intent to the Department Chair and P&T Committee by the deadline stated in the Collective Bargaining Agreement (CBA) before the individual is to be considered a candidate. The candidate must also submit a complete promotion and tenure document, as specified by the Collective Bargaining Agreement (CBA), to the LDR P&T Committee by the deadline stated in the CBA.

The candidate will provide a list of five to seven potential outside reviewers to the P&T Committee by the deadline stated in the CBA. Outside reviewers should be qualified to evaluate the quality of the candidate's scholarship. Reviewers must be tenured, currently employed at a comparable university or higher, hold at least the academic rank that the candidate is seeking, and be qualified in the candidate's field. If the P&T Committee cannot find three appropriate and available reviewers from the candidate's initial list, the candidate will provide additional names, as requested, until the committee can find three appropriate and available reviewers.

The LDR P&T Committee Chairperson will summarize LDR BUFM recommendations in a written letter from the department P&T Committee. The letter will include the finalized results of the vote; any abstentions will be explained in the letter. P&T Committee members will review and approve the letter before it is sent to the Dean.

#### ii. Criteria for Promotion and/or Tenure

Candidates for promotion and/or tenure are expected to demonstrate productivity in teaching, scholarship, and service.

Candidates may present accomplishments dating from before their hiring at Wright State University. Scholarly work completed prior to the candidate's appointment at Wright State University will be considered on an equal level to scholarly work done while at this institution, but in no case shall all of the scholarship assessed be done prior to arrival at Wright State. A record of ongoing scholarship at Wright State must be demonstrated.

In support of scholarship, the faculty member must submit the following:

- For all published works: a copy of the publication.
- For all works listed as accepted but not yet published: a copy of the official letter from the publisher and/or editor along with a printed copy of the accepted manuscript or galley proofs of the printed publication.
- For all unpublished papers: a printed copy of the manuscript.
- For all conference papers: a printed copy of the manuscript.
- For all grants funded or pending: a copy of the grant proposal and grant funding notice.

A faculty member who demonstrates the required pattern of performance over two academic years may initiate the promotion process by the deadline specified in the CBA.

#### iii. Evidence of Successful Scholarship

External reviewers, scholars in the faculty member's field, will be used to validate the quality of the scholarship submitted. Reviewers should be experts in the field of the candidate. If a reviewer is a faculty member at an academic institution, he/she should hold at least the rank to which the candidate aspires or its equivalent. Reviewers will be asked to evaluate scholarship activity including the quality of the scholarship, the quality of the journals and the appropriateness to the field.

#### iv. Promotion from Assistant Professor to Associate Professor

There is no minimum time in rank requirement for promotion and tenure. Criteria include:

- **Teaching.** Candidates should have compiled a record of effective teaching and advising at Wright State University. A statistical summary and frequency distributions of all student evaluations of teaching are required as evidence of teaching effectiveness and are to be included in the promotion and tenure document. Additional selected evidence, that includes but is not limited to peer evaluations of teaching, should demonstrate that the faculty member is consistently effective in the classroom.
- **Scholarship.** Candidates must show that they have pursued a successful program of continuous and ongoing scholarship at Wright State University. In addition, success in scholarship sufficient for promotion and tenure will include a minimum of five (5) external refereed journal articles, two of which may have equivalent substitutions. An equivalent substitution may be (but is not limited to) a book, an edited volume, a book chapter, a monograph, or a funded external grant totaling at least \$50,000. Letters from external reviewers will be used to affirm the quality of a candidate's scholarly activities.
- **Service.** Probationary faculty are expected to participate in and render departmental, college, and/or university service and perform some external professional service. The candidate must demonstrate that he/she has been a contributing participant on committees and in activities necessary for the proper functioning of the Department and the College. Candidates will list service accomplishments on the curriculum vita included in the promotion and tenure document. Candidates must also include evidence of effective service performance (e.g., any testimonials, solicited or unsolicited) as part of an appendix to the promotion and tenure document.

#### v. Promotion from Associate Professor to Professor

Promotion to Full Professor requires productivity beyond that required for promotion to Associate Professor and demonstration of excellence in all three areas of faculty activity. The candidate's entire work will be evaluated and should demonstrate a reputation for excellence at a regional/national level.

- **Teaching.** A high level of teaching effectiveness must be demonstrated using multiple measures; e.g., student evaluations, peer evaluations, syllabi, course materials, use of technology, letters, and samples of student work. Full professors should not only be excellent teachers, but should also be role models for others in the department.
- **Scholarship.** The candidate must have a minimum of seven (7) external refereed journal articles beyond those required for promotion to Associate Professor rank, three of which may have equivalent substitutions. An equivalent substitution may be (but is not limited to) a book, an edited volume, a book chapter, a monograph, or a funded external grant totaling at least \$50,000. Letters from external reviewers will be used to affirm the quality of a candidate's scholarship demonstrating a reputation at the regional and national level.
- **Service.** The candidate must provide significant evidence to document active participation and effective leadership performance in Department, College, and/or University service, as well as in external service to the profession and/or the community.

## 5. Hiring Procedures

### a. Membership on Search Committees

Membership on a search committee for the hiring of new LDR BUFM will include at least three members of the bargaining unit faculty in the LDR department.

b. Duties of Search Committees

The search committee will:

- comply with the university's affirmative action policies and procedures;
- screen the files of the applicants;
- make a recommendation as to which candidates will be brought to campus;
- make arrangements for the candidate's visits, which should allow bargaining unit faculty members sufficient time to meet the candidates and allow the candidates to teach a class or give a public presentation;
- make a recommendation to the Dean regarding which candidate(s) are acceptable.