

Department of Leadership Studies in Education & Organizations

Approved: May 12, 2003

Amended: January 23, 2007, retroactive to January 1, 2005

Amended: November 8, 2017

Amended: February 2022

I. INTRODUCTION

The faculty of the Department of Leadership Studies in Education and Organizations (LDR) in the College of Health, Education, and Human Services (CHEH) 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 (BUFM) in departmental governance.

II. FACULTY GOVERNANCE

1. Department Membership

a. Full-time Faculty

LDR full-time faculty consists of TET and NTE BUFM and a department chair.

b. Part-time Faculty

LDR Adjunct Faculty may attend official department functions and open meetings. LDR Adjunct Faculty are non-voting members of the department.

c. Emeriti Faculty

Emeriti faculty may attend official department functions and open meetings. Emeriti faculty 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. LDR support staff 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. LDR Graduate Assistants are non-voting members of the department.

f. Student Employees

LDR Student Employees may attend official department functions and open meetings if the full-time faculty agree. LDR Student Employees are non-voting members of the department.

2. Faculty Voting

- a. Except as prohibited by the CBA, voting membership of the department is comprised of all BUFM, and includes faculty with joint appointments with the majority of the appointment being in LDR. Part-time faculty and emeriti faculty are non-voting members of the department.

3. Amendments to Department Bylaws

These LDR bylaws may be amended as set forth in the CBA.

4. Department Meetings

The department meeting is a forum where BUFM may introduce issues for discussion and collaborate on recommendations.

- a. Meetings

Department faculty will meet monthly during Fall and Spring terms. An annual schedule for the academic year of anticipated Department meetings will be provided electronically to all BUFM 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 representatives of college and university committees may request additional meetings, which may be called by petition of one-third of all LDR BUFM. 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.

All meetings will have an option for remote participation.

- b. Minutes

The LDR Department 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 LDR Department Chair, and a copy will be forwarded to the Office of the Dean of the College of Health, Education, and Human Services.

5. Department Committees

Departmental Committees work to further the business of the department. With the exception of the Promotion and Tenure Committee, any BUFM may serve on department committees, and may serve as Committee Chair. If members are unable to serve their entire terms, new members may be elected or appointed.

All departmental committee meetings will have an option for remote participation, unless

noted otherwise in the committee description.

a. Membership

LDR Department Committees consist of BUFM in the department. Members of other faculty groups are welcome to attend meetings as non-voting members. A Committee Chair will be elected for the following academic year at a meeting during spring semester from the BUFM group.

b. Program Committees

Each program may form a program committee comprised of BUFM and any members of the department as appropriate. The purpose of these committees is to discuss and implement ideas for curriculum (such as preparing program specific items to be reviewed by the LDR curriculum committee), recruitment, adjunct selection, training, and other programmatic initiatives and events.

c. Standing and Ad Hoc Committees

Department Committees consist of two standing committees (the LDR Curriculum Committee and the LDR P&T Committee) and one ad hoc committee (the LDR Search Committee) as described below. The Department may form additional ad hoc committees when needed.

i. LDR Curriculum Committee

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

ii. LDR P&T Committee

The LDR P&T Committee will make recommendations for promotion and tenure and devise annual statements of progress toward tenure for TET BUFM. 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 BUFM at the Associate/Professor rank is required to constitute this committee. 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 CHEH to be a member of the LDR P&T committee. Members of the LDR P&T committee will elect a chair for a two-year term at a Spring term meeting before the current Chair's term ends.

iii. LDR Search Committee

The LDR Search Committee will make recommendations to the Dean for job descriptions and qualifications for department positions, screen applicant files and recommend candidates for interviews, participate in the interview process, and recommend finalists. Membership on the LDR Search Committee for the hiring of new LDR TET and NTE BUFM, and graduate assistants, will include at least three BUFM (minimum of one TET and one NTE) in the LDR department.

The search committee shall be made up of at least three BUFM, as noted above, and at least two of them must be available for on-campus interviews if on-campus interviews are required for the search process.

6. Department Representation on College Committees

Consistent with the college bylaws, department faculty will elect committee representatives to serve on standing and special interest committees.

7. Faculty Involvement in the Review of the Department Chair

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

8. Professional Development and Mentoring of New Faculty

BUFM will make recommendations regarding the development, support and mentoring of new faculty. If requested, faculty at the rank of Associate Professor may also receive recommendations.

9. Faculty Appointment, Reappointment, and Dismissal

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

10. Communication

The Department Chair, departmental faculty and staff, along with representatives of college and university committees will inform faculty of the disposition of requests, inquiries, concerns, and recommendations that affect the department. Updates will be provided in a timely manner and allow for faculty input when possible. Any information of importance, such as that related to classes, policies, or procedures, should be conveyed to the affected faculty member(s) verbally (in-person or through phone or video), written electronic communication (email, text, etc.), and/or printed communication (hand-delivered or mailed to the faculty member's home address).

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

BUFM will have the opportunity to provide input to the Department Chair before teaching assignments and class schedules—including summer and overloads—are finalized. Teaching assignments will be made in accordance with the CBA.

IV. ANNUAL EVALUATION OF LDR FACULTY

The LDR Department Chair will annually evaluate BUFM following the guidelines for annual evaluation as delineated in the CBA. The process for the granting of promotion and tenure (P&T) for LDR TET BUFM is also included in this section.

1. Annual Evaluation and Merit Review
 - a. Department Procedure and Written Documentation

In January of each year, LDR TET and NTE 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 CBA. The chair will provide a template to the BUFM to use to report their accomplishments. The Chair will hold a private meeting with each BUFM to discuss the Chair's annual evaluation of the faculty member in relation to the materials submitted and the criteria for evaluation. BUFM will be provided a copy of the Chair's evaluation. Each BUFM will sign the evaluation form acknowledging receipt. If the BUFM wishes to rebut the evaluation, the BUFM may submit a written rebuttal. This rebuttal must be attached to the evaluation and forwarded per guidelines in the CBA.

- b. Evaluation of Teaching and Service
 - i. Criteria for the Evaluation of Teaching and Service are set forth in the CBA.

ii. Peer Evaluation of Teaching

TET BUFM: 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 BUFM 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.

NTE BUFM: The peer evaluation of teaching for NTE faculty will follow the CBA.

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, TET and NTE BUFM may submit additional materials to the department Chair including (but not limited to):

- 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 and/or a response to the student evaluations (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 and/or qualitative 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 TET 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. Completion of any criteria at a higher level may instead count toward requirements needed for a lower level, in the event the BUFM does not meet the criteria required for that level. Unless noted otherwise, the current evaluation period

refers to the calendar year preceding the year in which the annual evaluation is submitted.

For the purposes of the evaluation of scholarship:

- A book refers to a single or co-authored book publication relevant to the author's professional scholarly work with an academic or trade publisher. In contrast, the term book chapter refers to a chapter published in an edited book with an academic or trade publisher. Chapters authored by the BUFM within an edited book in which they are also the editor shall count as a book chapter. In cases where it may not be clear whether a research item should count as a book or a book chapter, the P&T committee and department chair should refer to the table of contents of said book. If authors are listed for individual chapters, credit shall be given as book chapters as appropriate, whereas if no authors are listed for individual chapters but rather the book as a whole, the item shall be credited as a book, so long as it was published with an academic or trade publisher. The department recognizes that there are different routes to publishing academic books, and defines these book publication venues as follows:
 - Academic or trade publisher refers to established third-party publishing companies in which the author has no personal relationships or conflicts of interest.
 - "Vanity press" books are defined in the CBA and may not be used to satisfy merit review criteria or P&T requirements.
 - Self-published books are defined as those published by the author themselves, through their familial relationships, or when other substantial conflicts of interest occur. Self-published books may not be used to satisfy merit review criteria or P&T requirements.
- Other intellectual contributions aligned with the College's, Department's, and/or Program's mission include, but are not limited to, invited lectures for organizations, solicited technical reports, widely adopted assessment tools, publication of an article in a trade or practitioner-oriented outlet, etc.

i. Criteria for the Evaluation of Scholarship

"Unsatisfactory" or 0: The BUFM does not satisfy the requirements for an adequate evaluation.

"Adequate" or 1: 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 in the current evaluation period:

- attended a state, regional, or national conference;
- published a scholarly book review;
- submitted a scholarly work for peer review;
- submitted a proposal for a presentation;

- submitted an internal grant proposal for funding, or an external grant proposal less than \$5,000, or the equivalent.

"Meritorious" or 2: To receive a score of 2, BUFM must meet one of the two following criteria:

- Published two peer-reviewed journal articles, and/or books published with an academic or trade publisher, (or any combination of those items to reach two) during the five-year period ending with the current evaluation period.
- Accomplish one of the following in the year ending with the current evaluation period:
 - presented research at a professional conference or for a professional association at the regional, national, or international level;
 - published an invited article for a journal or association publication;
 - submitted an external grant proposal(s) in excess of \$5,000;
 - published a peer-reviewed scholarly book review.
 - published a revised version of a previously published book.
 - Other intellectual contributions aligned with the College's, Department's, and/or Program's mission.

"*Outstanding*" or 3: To receive a score of 3, BUFM must meet one of the four following criteria:

- Published three peer-reviewed journal articles, and/or books published with an academic or trade publisher, (or any combination of those items to reach three) during the five-year period ending with the current evaluation period.
- Published two peer-reviewed journal articles, and/or books published with an academic or trade publisher, (or any combination of those items to reach two) during the three-year period ending with the current evaluation period.
- Accomplish one of the following in the year ending with the current evaluation period:
 - Published one peer-reviewed journal article.
 - Published a peer-reviewed book chapter or conference proceeding.
 - Published an edited volume.
 - Have an external grant funded.
- Accomplish three of the following in the year ending with the current evaluation period:
 - presented research at a professional conference at the regional, national, or international level;
 - received a college, university or professional organization award for scholarship.
 - published an invited article for a journal or association publication;
 - submitted an external grant proposal(s) in excess of \$5,000;
 - published a peer-reviewed scholarly book review.
 - published a revised version of a previously published book.
 - Other intellectual contributions aligned with the College's, Department's, and/or Program's mission.

"Extraordinary" or 4: To receive a score of 4, BUFM must meet one of the four following criteria:

- Published four peer-reviewed journal articles, and/or books published with an academic or trade publisher, (or any combination of those items to reach four) during the five-year period ending with the current evaluation period.
- Published three peer-reviewed journal articles, and/or books published with an academic or trade publisher, (or any combination of those items to reach three) during the three-year period ending with the current evaluation period.
- Accomplish one of the following in the year ending with the current evaluation period:
 - published two peer-reviewed journal articles;
 - published a book with an academic or trade publisher;
 - published a peer-reviewed journal article and one equivalent substitution as defined by the department P&T criteria;
 - have an external grant funded for at least \$25,000 total costs credited to the faculty member in a way that is consistent with section IV.1.C.2.iii.

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 accepted for publication without further revision.

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.

iii. Faculty Member's Role on Grants

LDR TET BUFM recognize that faculty members may serve in a variety of roles on grants. This section defines how this work is credited to the faculty member.

When serving as the Principal Investigator or the Co-Principal Investigator of the grant or subcontract, the full amount of the grant or subcontract shall be credited to the faculty member.

When serving as Senior Personnel (including external evaluator status) of a grant or subcontract, the amount of the grant or subcontract budgeted to the support the faculty member's work (including for example (but not limited to), their time, graduate student support, supplies and equipment, and indirect costs) shall be credited to the faculty member.

In instances where grant requirements prohibit the faculty member from being listed as any of the above roles, 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 in the same way as if they were Senior Personnel.

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; letters of review or acceptance for articles, chapters, books, presentations, and grants; and any other material that documents the BUFM's scholarly achievements. Items that are submitted which fall under the 'Other Intellectual Contributions' category must include evidence of the contribution, as well as a rationale as to why the item should be considered an equivalent scholarly contribution.

V. PROMOTION AND TENURE (P&T)

The process for granting promotion and/or tenure to a TET BUFM may be initiated at the departmental level by the TET BUFM. The BUFM must submit a written letter of intent to the Department Chair and to the Chairperson of the P&T Committee by the deadline stated in the CBA before the BUFM is to be considered a candidate. The BUFM must also submit a complete promotion and tenure document, as specified by the 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. It is recommended, but not required, that the candidate provide a brief (one to four sentence) explanation of why each potential outside reviewer may be qualified to review the candidate's work. 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. External reviewers will be provided scholarship materials and the candidate's research focus statement in a digital format.

Following a review of the candidate's P&T document, evidence that supports the document, and scholarship reviews submitted by external reviewers in the candidate's field, the LDR P&T Committee will provide a vote and recommendation. The LDR P&T Committee Chairperson will provide a summary of LDR TET BUFM recommendation in a written letter including the finalized results of the vote; any abstentions will be explained in the letter. LDR P&T Committee members will review and approve the letter before it is sent to the Dean. Independent of the P&T Committee, the LDR Department Chairperson will review the candidate's P&T document, evidence, and scholarship reviews, and provide a recommendation in a written letter. This letter will be submitted—independent of the LDR P&T Committee letter—to the Dean.

a. 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 completed while at this institution, but in no case shall all of the scholarship assessed be completed 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:

- A research focus statement, not to exceed two pages in length, that explains the candidate's primary field(s) of research and how their work contributes to the field.
- For all published works: a digital 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 digital copy of the accepted manuscript or galley proofs of the printed publication.
- For all unpublished papers: a digital copy of the manuscript.
- For all conference proceedings: a digital copy of the manuscript.
- For all grants funded: a copy of the grant funding notice.
- For all grants pending: a copy of the grant summary, such as the one submitted to Research and Sponsored Programs, and evidence that the grant was submitted.
- For all 'Other Intellectual Contributions', evidence of the contribution must be provided, as well as a rationale as to why the item should be considered an equivalent substitution.

Candidates are encouraged to discuss with the P&T Committee Chair how digital P&T documentation has been submitted successfully in the past. The department P&T committee may provide each candidate with a template they may, but are not required to, use for the submission of their P&T materials. If the department P&T committee provides a template to candidates to use, then the template must be approved by a unanimous vote of the department P&T committee and the template must be a) provided to all candidates applying for P&T that year, and b) must be the same for all candidates.

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.

b. Evidence of Successful Scholarship

External reviewers who are scholars in the faculty member's field will be used to help 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 briefly summarize what they view as the candidate's major area(s) of

research and the appropriateness of the candidate's research to the field, evaluate the candidate's scholarship activity including the quality of the scholarship, and the quality of the journals and/or book publishers in which the candidate's work appears.

The department P&T committee may provide each reviewer with a template to use for writing their review. If the department P&T committee provides a template to reviewers to use, then the template must be approved by a unanimous vote of the department P&T committee and the template must be a) used for all candidates applying for P&T that year, and b) must be the same for all candidates.

c. Promotion and Tenure Criteria for Promotion from Assistant Professor to Associate Professor

Criteria include:

Teaching. Candidates should have compiled a record of effective teaching and advising at Wright State University. A summary 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) peer-reviewed scholarly publications, which may include journal articles and/or books. Books must have been peer-reviewed and published with an academic or trade publisher. Two of the five required publications must have been completed since the candidate joined Wright State University. Three of the five required publications may have equivalent substitutions. An equivalent substitution may be (but is not limited to) an edited volume, a peer-reviewed book chapter, a peer-reviewed conference proceeding, a monograph, a funded external grant totaling at least \$25,000, or another intellectual contribution to the field of similar scholarly impact. Books and book chapters shall be defined and differentiated in the same way they are described in section IV.1.C. Other intellectual contributions are defined in the same way as they are described in section IV.1.C. The P&T committee's review of the candidate's research, along with the letters from the 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.

d. 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 least at a regional level.

Teaching. A high level of teaching effectiveness must be demonstrated using multiple measures. Evidence may include, but is not limited to, 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 profession. **Scholarship.** The candidate must have a minimum of seven (7) peer reviewed scholarly publications, which may include journal articles and/or books, beyond those required for promotion to Associate Professor rank. Books must have been peer-reviewed and published with an academic or trade publisher. Four of the seven required must have been completed since the candidate joined Wright State University. Three of the seven required publications may have equivalent substitutions. An equivalent substitution may be (but is not limited to) an edited volume, a peer-reviewed book chapter, a peer-reviewed conference proceeding, a monograph, a funded external grant totaling at least \$25,000, or another intellectual contribution to the field of similar scholarly impact. Books and book chapters shall be defined and differentiated in the same way they are described in section IV.1.C. Other intellectual contributions are defined in the same way as they are described in section IV.1.C. The P&T committee's review of the candidate's research, along with the letters from the external reviewers, will be used to affirm the quality of a candidate's scholarly activities.

Service. The candidate must provide 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.

BYLAWS APPROVAL FORM

The bylaws for the College/Department of Leadership Studies in Education and Organizations, dated February 18, 2022 are approved as follows.

Bargaining Unit Faculty Approval


The bargaining unit faculty approved the bylaws by a vote of 9 in favor to 0 against.



Noah Schroeder
Bargaining Unit Faculty Representative

February 18, 2022
Date Approved

Dean Approval



Dean(s)

March 8, 2022
Date Signed

Faculty Governance Committee Approval



Co-Chair (AAUP Representative)

5/13/2022
Date Signed



Co-Chair (University Representative)

9 May 2022
Date Signed