



<b>College</b>	<b>College of Liberal Arts and Sciences</b>	
<b>Unit</b>	<b>Department of Religious Studies</b>	
<b>Document</b>	<b>Bylaws and Procedures</b>	
<b>Approved by the faculty</b>		<b>Date:</b>
<b>Reviewed by the dean</b>		<b>Date:</b>

**Provost office approval**

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11/20/08

**BY-LAWS AND PROCEDURES  
DEPARTMENT OF RELIGIOUS STUDIES  
ARIZONA STATE UNIVERSITY**

This document contains the by-laws of the Department of Religious Studies in the College of Liberal Arts and Sciences. These by-laws are binding upon current and future members of the department. If members wish to deviate from procedures outlined in this document they must go through the amendatory procedure specified in Article IX.

This document gives departmental rules for some procedures which are more fully described in the By-Laws of the College of Liberal Arts and Sciences and especially in the Academic Affairs Policies and Procedures (ACD) Manual. This document refers primarily to the areas left to departmental discretion and should therefore be consulted in conjunction with the College By-Laws and ACD Manual. These other documents will be cited below only when necessary for clarity. If one portion of the document becomes in conflict with College, University or Arizona Board of Regents rules and policies, then it will be superseded by those rules or policies, but the rest of the document will remain in force.

Article I. Membership

A. Voting members of the department shall consist of all faculty who 1) are budgeted at least twenty-five percent in the department; and 2) are tenured ,on tenure track or are lecturers on continuing contract.

B. Faculty on sabbatical may not vote. Faculty on leave may vote if they have inspected all the documentary evidence and taken the initiative to participate. Faculty may submit an absentee ballot if they are unable to attend the meeting when a vote is taken.

Article II. Chair

A. Method of Replacement

1. The Chair shall be appointed by the Dean of the College according to College Procedures.

B. Term of Office

1. The term shall be for a period of five years but may be extended at discretion of the Dean.

C. Evaluation

Each year, the Academic Senator, at the direction of the Dean, shall solicit from the faculty evaluations of the Chair's performance to be conveyed to the Dean.

D. Leaves of Absence (Procedure for selection of Acting Chair):

In the event of a sabbatical or leave the prerogative to appoint an acting Chair rests with the Dean. If the Dean solicits the recommendation of the faculty the Personnel Committee will prepare a recommendation after inviting comments from the Department.

E. Responsibilities.

1. Serves as the chief administrative officer of the Department in accordance with the regulations of the University, the College, and the Department. Enumeration of these responsibilities can be found in ACD 109.
2. Represents the interests of the Department and of the individual members to the University, College, and community.
3. Gathers and submits agenda for, and convenes and presides over, all faculty meetings of the department.
4. Plans the curriculum.
5. Presents for faculty approval all matters which reflect Departmental policy.
6. Ensures that faculty on tenure track have the opportunity to develop quality research and publications by the time of their probationary review.

7. Conducts an annual review of each faculty member and post-tenure reviews of tenured faculty after receiving the evaluations recommended by the Personnel Committee.
8. Administers the workload policy.

#### Article III. Faculty Meetings

- A. Faculty meetings shall be convened by the Chair at least three times a semester.
- B. Two-thirds of the voting members of the Department not on leave shall constitute quorum.

#### Article IV. Elected Positions

- A. The positions of Academic Senator, College Senator, Personnel Committee, and Review Committee are to be filled by election. The two senator positions may be filled by the same person. The department as a whole functions as the Budget Committee of CLAS (VIII, B, 1). All elections to department positions (other than Chair) shall be made by secret ballot at the end of the semester prior to the term of the position.
- B. The Academic Senator
  1. The Academic Senator's term of office is three years. If a replacement is required due to leave or other circumstances, he or she will be elected by the faculty. This replacement will serve only until the end of the leave or three-year term, whichever comes first. The Academic Senator may be re-elected indefinitely.
  2. The Academic Senator represents the Department in the Academic Senate and advises the faculty of important matters before the Senate.
  3. The Academic Senator conducts the annual review of the Chair.

C. The College Senator

1. The College Senator's term of office is one year. He or she may be re-elected indefinitely. If he or she is unable to complete the one-year term, the Chair will appoint a replacement to serve until the term is completed.
2. The College Senator represents the Department in the College Senate. He or she shall advise the faculty of important matters before the Senate.

D. The Personnel Committee

1. The Personnel Committee shall consist of four tenured members of the department.
2. Terms on the Personnel Committee are one year. Any replacements required in the middle of the year will be made by faculty vote.
3. The Personnel Committee considers matters related to lecturers, tenure-track probationary faculty, tenure, promotion, and sabbatical leave in a manner described elsewhere in this document. During the academic year, the Personnel Committee also reviews the applications and makes a recommendation regarding the suitability of individuals for appointment to temporary teaching positions within the unit. In addition, the Personnel Committee conducts annual performance reviews for faculty in the department, and post-tenure reviews for tenured faculty, and submits its recommendations to the chair.
4. The Chair of the Personnel Committee

The initial meeting of the Personnel Committee shall be convened by the Department Chair. At this meeting committee responsibilities for the academic year will be noted and the Chair shall be elected by the Personnel Committee from among its members. If the committee is unable to reach a decision, the Department Chair shall appoint one of the elected members.

- a. It shall be the responsibility of the Chair of the Personnel Committee to:

- i. Supervise and facilitate all Committee responsibilities.
- ii. Notify faculty under review of the required materials, Procedures, and timetable for committee actions.
- iii. In appropriate written form, report all personnel committee decisions, when required, to the Chair for forwarding to the Dean of the College.

E. The Review Committee

1. The Review Committee shall hear faculty complaints that arise regarding performance evaluations, including post-tenure reviews, within the unit as a result of actions taken by the chair and the Personnel Committee.
2. The Review Committee shall consist of three tenured members of the department. Not more than one faculty member on the Personnel Committee may also serve on the Review Committee.
3. The Review Committee shall use non-adversarial fact-finding procedures and will report its findings and recommendations to the Chair of the Department.

Article V. Appointed Positions

Members of the department shall be appointed to the following positions annually by the Chair.

- A. Committee on Undergraduate Education (CUE). This committee will consist of at least three members of the department, with one person designated as the Director of Undergraduate Studies. The department chair shall appoint the chair of CUE, who will coordinate the work of the committee and ensure that its members:
1. Oversee department personnel (office staff and graduate assistants) in maintaining student files and administering departmental requirements for majors and minors; keep files of advisees up-to-date; maintain other necessary records, and coordinate the administration of requirements established for majors and minors by the faculty as a whole.

2. Oversee matters related to the undergraduate curriculum, including the coordination of general studies, catalogue copy, and submissions to the curriculum committee.
  3. Serve as the Department's main advisor for majors and minors, primarily through the supervision of graduate students or staff who serve as undergraduate advisors for majors or minors. In addition to this more technical form of advising, every year CUE will assign to each faculty member a list of majors for mentoring. The faculty member is expected to maintain contact at least once a semester with these students, and serve as a mentor regarding their programs of study and future academic or career plans.
  4. Oversee the annual update of the literature and publicity materials for the undergraduate program.
  5. Act as a liaison to the Honors College.
  6. Facilitate articulation between the department and the community college system.
  7. Organize assessment activities within the department.
- B. Committee on Graduate Studies: At least four members of the Religious Studies Program Graduate Faculty will be appointed to this committee, with one person designated as the Director of Graduate Studies. The Director will consult the committee as necessary in order to deal with the following matters of policy, admissions, and recruitment. The Director of Graduate Studies, working with the committee, will:
1. Oversee office personnel in the processing of documents relating to admissions, keeping files of advisees up-to- date, and maintaining other necessary records.
  2. Coordinate the administration of requirements established for graduate students by the Program Graduate Faculty as a whole.

3. Supervise the program of graduate advisement, including the assignment of advisors with appropriate collegial consultation, and the preparation and dissemination of established requirements for the purposes of advisement.
4. Periodically inform the faculty about the status of graduate students.
5. Supervise recruitment and admissions.
6. Prepare a recommended list of Graduate Assistantship assignments each semester.
7. Acts as a liaison with the Graduate College.

Library Representative. The Library Representative will:

1. Serve as liaison officer between faculty and library and supervise acquisition of library and audio-visual materials.
2. Periodically inform the faculty of matters relating to library acquisitions.
3. Supervise the maintenance of the departmental library and audio-visual resources.

#### Article VI. Personnel Procedures

This Article covers matters under the jurisdiction of the Personnel Committee. (New appointments, annual reviews, and other matters are covered elsewhere in this document.)

##### A General Procedures

1. The faculty invests the Personnel Committee with the responsibility to conduct personnel reviews, and only members of the Personnel Committee sign the final report sent forward through the review levels. For probationary reviews and sabbatical leaves, the Personnel Committee conducts the review without meeting with the whole or some sub-set of the faculty. In cases of tenure and promotion to associate and full professor, the Personnel Committee will meet with the rest of the associate and full professors, excluding the person under consideration, to discuss the case and the committee's preliminary draft. The Personnel Committee shall make available the entire file to these faculty members. This meeting is entirely



consultative; no vote is taken and the Personnel Committee is under no obligation to transmit a summary of the meeting in its report to the Dean.

2. It shall be the responsibility of the Departmental Chair to: a) insure that all University and College directives pertaining to personnel matters are followed by the Department, and b) make written and oral reports to the individual faculty members concerned after the University has completed its review.
3. In tenure and promotion decisions, outside reviewers shall be chosen from two lists of names of recognized scholars in the candidate's particular field of research and writing, other than his or her dissertation advisor. One list shall be drawn up by the candidate and the other by the Personnel Committee. Both lists should be sufficient to allow the Personnel Committee and the candidate to pick four (4) names from each and two (2) from both. The composite list of ten (10) names of reviewers shall be submitted to the CLAS Dean for approval before the letters are solicited. All letters received from the approved list of reviewers must be included in the candidate's file.
4. When deemed appropriate additional outside reviewers familiar with the foreign language and foreign language publications pertinent to the candidate's field of research will be consulted.
5. Whenever possible the Department Chair shall attempt to provide candidates for probationary review with opportunity for release time in preparation for their evaluation.

B. Probationary Reviews Prior to Tenure

The individual under consideration is responsible for maintaining a complete file related to teaching, research and service. The Personnel Committee shall evaluate the individual's record and make recommendations to be communicated to the Chair and Dean. The Chair will send these recommendations to the Dean together with an additional letter that adds his or her own recommendations. At the end of the review process, the Chair shall also write a letter to the individual summarizing the recommendations, and shall meet with the individual to discuss the review. Probationary reviews result in regular, conditional, or terminal contracts.

C. Tenure and Promotion to Associate Professor

1. In the Spring Semester prior to the year in which a tenure decision is to be made, the list of outside reviewers will be decided. These reviewers will be contacted and given copies of material necessary for their review. Additional material forthcoming during the summer will be provided to the external reviewers in a timely manner, if desired by the faculty member under review.
2. The candidate is responsible for maintaining a complete file related to teaching, research and service.
3. In the Fall Semester of the year a tenure decision is to be made, the Personnel Committee will deliberate and prepare a preliminary draft of its recommendations. This draft is discussed by all associate and full professors who have access to the entire file of the individual being evaluated. However, the Personnel Committee is charged with the final responsibility to prepare and sign the review that is forwarded to the college and university by the Chair.
4. The Chair of the department forwards the Personnel Committee report and other required documents, and writes a separate letter which states his or her own recommendations.

D. Promotion to Full Professor.

1. In cases of promotion to full professor, members of the Personnel Committee may contain both associate and full professors who will equally participate in deliberation and preparation of a preliminary draft of its recommendation. The Personnel Committee will then meet with department faculty at the rank of associate and full professor, excluding the person under consideration, to discuss this draft. Previous to this meeting the Personnel Committee shall have made the entire file of the candidate for promotion available to these faculty. This meeting is entirely consultative; no vote is taken and the Personnel Committee is under no obligation to transmit a summary of this meeting to the Dean. The Personnel Committee will then prepare and submit its final evaluation.
2. Three examples (normally) of the candidate's scholarship published (or accepted for publication) since promotion to Associate Professor, to be selected by the

candidate, will be sent to at least three outside reviewers. Their letters will assist the Personnel Committee in assessing the quality of this work.

3. All other procedures are identical to those for tenure and promotion to Associate Professor.

- E. Sabbaticals. In consultation with the faculty member, the Department Chair shall obtain three letters of recommendation from persons, inside or outside the department, who are competent to judge the proposal. The Personnel Committee shall evaluate the proposal and the Chair shall report its recommendation, together with his or her own, to the Dean.
- F. Annual Performance Reviews. Each spring semester the Personnel Committee will review the performance of each faculty member, with the exception of the chair, and submit its review recommendations to the chair, which has the responsibility to make a recommendation to the dean. The review of each faculty member will take into consideration the signed workload plan that the faculty member and the chair agreed to for that academic year. The review will be carried out according to the guidelines indicated in Appendix A. Each member of the Personnel Committee will also be reviewed by the other two members of the committee, who will report their recommendation to the chair.

## Article VII. New Appointments

- A. When there is a possibility of a new faculty line, it shall be the responsibility of the entire faculty to determine the area(s) of specialization. Once the line has been authorized and the area of specialization determined, the Chair shall submit a job description, including a salary range, for departmental approval.
- B. A Search Committee shall be composed of at least three members, Search committee members are to be appointed by the Chair with the approval of a majority of the department faculty. The Chair may also invite a faculty member from outside the department to advise the Search Committee in its deliberations, but this person will not have a vote in its decisions.
- C. The Search Committee will report to the entire faculty its recommendations of the leading candidates for the position. The files of the leading candidates, as well as all other candidates, will be made available to the rest of the faculty. After discussion of

the report from the Search committee, the full faculty will vote on the pool of candidates to be invited for interviews. This pool will be forwarded to the Dean by the Chair for approval.

- D. After the interviews, all members of the department will meet to discuss the candidates' strengths and weaknesses. A decision on a recommendation to appoint will be made by a secret ballot of the full faculty, with run-off ballots until there is a simple majority. The Search Committee will then prepare a report based on this discussion and vote.
- E. The department shall not discriminate in hiring on the basis of race, color, religion, national origin, citizenship, sex, gender identity, sexual orientation, age, disability, or veteran status. Department procedures shall conform to University policies regarding diversity and affirmative action as mandated in the ACD manual.
- F. All further matters pertaining to the appointment shall be administered by the Chair.

#### Article VIII. Workload, Annual Evaluation, and Merit Pay

- A. The Chair shall review the performance of each faculty member annually according to Appendix A, after receiving the Personnel Committee's review recommendations for each faculty member.
- B. Faculty workloads shall be determined according to Appendices A and B.
- C. Salary adjustments will be conducted according to Appendix C.

#### Article IX. Amending the By-laws

- A. Changes in the By-laws, except for the Appendices, must be approved by two-thirds of the voting faculty.
- B. Changes in the Appendices must be approved by a majority of the faculty. There must, however, always be written guidelines for performance evaluations and workload policies.

- C. All proposed changes must be submitted to the faculty, in writing, one week prior to the meeting for discussion of the matter.

**APPENDIX A  
PROCEDURES AND POLICIES RELATED TO  
ANNUAL PERFORMANCE REVIEWS AND POST TENURE REVIEWS**

**A. The Evaluation Process**

1. Each spring, after the submission of the Faculty Annual Review (FAR), the Personnel Committee conducts an annual performance evaluation for each faculty member in the department, with the exception of the chair. Personnel Committee members will also be reviewed by the committee, although no committee member shall participate in reviewing his or her own case. The Personnel Committee shall report its recommendations in writing to the chair.
2. The Department Chair is responsible for conducting an annual performance evaluation for each faculty member in the department and submitting a written evaluation letter to him or her. The chair's review recommendation, including a copy of the evaluation letter written to the faculty member, shall be submitted to the Dean. In conducting the review, the chair shall take seriously the recommendation made by the Personnel Committee. If the Personnel Committee recommends an unsatisfactory rating in any area or overall, and the chair disagrees, or if the chair, contrary to the Personnel Committee, recommends an unsatisfactory rating in any area or overall, the chair shall meet with the Personnel Committee to discuss the matter before sending the recommendation forward to the dean. If the meeting does not resolve the differing judgments, the chair will note the differences in the report forwarded to the dean and the letter sent to the faculty member.
3. The Chair and the Personnel Committee will evaluate performance over a three-year period (cycles of January 1- December 31) or the period since the faculty member was

- hired, whichever is shorter. Substantial emphasis will be placed on the preceding year for the evaluation of teaching. The annual evaluation for tracked faculty will consist of four measurements: research, teaching, service, and overall performance. The annual evaluation for lecturers will consist of three measurements: teaching, service, and overall performance.
4. A faculty member's performance will be reviewed in relationship to his or her workload plan. This plan stipulates the relative distribution of effort in the areas of research, teaching, and service. (See Appendix B titled "Workload Policy" for clarification of the department's workload policy).
  5. If a faculty member will not work with the chair to arrive at a prospective work plan, or if the faculty member will sign no work plan, the "default" assignment is 40% in scholarship, 40% in teaching, and 20% in service for tracked faculty and 85% teaching and 15% service for lecturers. The retrospective evaluation will be conducted on the assumption that attention to responsibilities was divided in these proportions.
  6. The faculty member has the responsibility to prepare and submit his or her file for review by the Personnel Committee and Chair: This file will normally consist of FAR; a self-statement which may be attached to FAR; and up to-date teaching portfolio.
  7. If a faculty member has concerns about his or her performance evaluation, he or she should meet with the chair within two weeks of receiving the evaluation to discuss it. If this meeting does not resolve the concerns, the faculty member may request an internal department review of his or her performance evaluation on substantive or procedural grounds. A request for an internal departmental review must be made in writing to the chair within one week of meeting with the chair to discuss the performance review, and within three weeks of receiving the performance review letter. As indicated in the departmental by-laws (Article IV, E), the Review Committee will consist of three elected tenured faculty in the department, only one of whom may have served on the Personnel Committee conducting the original review. The Review Committee will make a recommendation to the chair.
  8. The faculty member is allowed to file a formal grievance beyond the department in accord with the By-laws of the College of Arts and Sciences.
  9. If a tracked faculty member's performance is judged to be unsatisfactory in any one of the three core areas, the chair, in consultation with the Personnel Committee, will devise

a faculty development plan for the next academic year. The plan will indicate goals and benchmarks for enhanced performance, or redistributed effort, that will enable the faculty member to receive a satisfactory evaluation in each core area the following year. The chair will meet with the faculty member at the end of the fall semester in order to assess progress toward meeting this faculty development plan. If plan objectives are not achieved by the end of the year, the faculty member shall receive an overall rating of unsatisfactory and must enter into a Performance Improvement Plan conducted at the college level.

10. If a tracked faculty member's performance is judged to be unsatisfactory overall, the individual will be required to enter into a Performance Improvement Plan conducted at the college level. This Plan will be conducted in accord with college and university guidelines, as mandated by the Board of Regents.

## **B. Evaluation Criteria**

Evaluation of a faculty member shall be based on that faculty member's workload plan, as agreed upon between the faculty member and the department chair in accordance with Appendix A and B of the Department of Religious Studies By-laws. The present section specifies the criteria according to which a faculty member may be judged to have satisfactorily carried out the workload plan that has been agreed upon.

### Research

The faculty member demonstrates progress toward publication according to the workload plan. Progress can be evidenced by conference papers, article submissions, acceptance letters, publishers' proofs, or published articles or books. In accordance with Appendix B of the Department of Religious Studies By-laws, a tenured faculty member whose workload plan calls for 40% effort in research is expected to have published or had accepted for publication, in the previous five years, three articles (or their equivalents, including chapters in books, long review essays, long encyclopedia essays, or edited volumes) or one book (monograph, textbook, or translated text). This area is not evaluated in the case of lecturers. However, the Personnel Committee will note the research and publication of lecturers as it relates to their teaching responsibilities.

### Teaching

The faculty member meets classes according to the workload plan; uses effective pedagogy, as evidenced by a syllabus, sample assignments, and the faculty member's own written statement about goals and methods in teaching; receives satisfactory student and/or peer evaluations; and holds regular office hours.

### Service

The faculty member accepts and participates in committee assignments at the departmental level, and demonstrates willingness to serve at the college level, at the university level, in the community, and/or the profession.

### Overall

In general, a faculty member is expected to perform satisfactorily in all three areas, in the case of tracked faculty, and in two areas (teaching and service) in the case of lecturers. However, a faculty member's performance overall may be judged satisfactory even if it is unsatisfactory in one of the areas, if performance in the other areas is exceptionally strong.

### **C. Evaluation Procedure:**

1. The Chair and the Personnel Committee will evaluate the quality and quantity of faculty performance in research, publication, and service consistent with the categories delineated in FAR.
2. Final evaluative ratings will be consistent with University Guidelines.



## **APPENDIX B WORKLOAD POLICY**

### **A. Policy for Tenure Track and Tenured Faculty**

1. By August 25 of each year, the faculty member, in consultation with the chair, will complete the department's prospective workload plan form. This form must be signed by the faculty member and the chair, thereby indicating both the faculty member's and the chair's agreement to this assignment. (This form may be amended during the year to reflect unanticipated responsibilities or opportunities.) Prior to tenure, faculty shall distribute their efforts in scholarship, teaching, and service, 40%, 40%, and 20%, respectively. Tenured faculty may vary their efforts in the three areas, although certain area minimums shall apply (the chair excepted). Each faculty member must contribute a minimum of 10% in the area of scholarship and 15% in the area of service. In most cases faculty must contribute a minimum of 40% effort in the area of teaching; exceptions may be made for faculty with unusually heavy service responsibilities.
  
2. A full teaching load for a faculty member who is expending a 40% effort in the area of teaching includes two formal courses and some combination of the following which varies each semester depending upon the needs of the department.
  - (a) Principal thesis advisor for several graduate students
  - (b) Secondary thesis advisor for several graduate students
  - (c) Instructor for tutorials with several graduate and undergraduate students (i.e. 592; 590; 499; 492).
  - (d) Activities related to improving pedagogy and curriculum (e.g. attending conferences, developing new courses, incorporating new technologies into the classroom).
  - (e) Freshman seminars
  
3. The formal courses each faculty member offers in a semester will vary depending upon the needs of the department for that semester and the interests of the instructor. The department does not regard higher enrollment courses as necessarily more burdensome than other courses such as writing intensive courses or required graduate courses. The department negotiates the overall programmatic needs with the changing interests of the faculty on a semester-by-semester basis. In general each faculty member offers a mix of courses, some high enrollment, some writing intensive, some required graduate courses, and some elective seminars. Faculty who do not assume the average load in terms of advising theses or offering tutorials will be expected to contribute in other ways (e.g.

assuming an additional service role for the department, teaching a freshman seminar, increasing enrollment in a writing intensive course) in order to compensate for the lighter instructional load.

4. As noted above, this instructional load is typical for faculty who are also contributing to service and research. The instructional load will be proportionately higher or lower for faculty who are devoting either more or less than 40% effort to teaching as agreed to in their approved workload plan. Before signing the formal workload plan for the coming year, the chair will review the individual's record for the preceding five-year cycle to determine if a satisfactory level of productivity is evident in the area of research. The measure the chair will use each year to assess satisfactory productivity is the following: over the preceding five year cycle, three articles (or their equivalents including chapters in books, long review essays, long encyclopedia essays, edited volumes) or one book (monograph, textbook, or translated text) must have been published or accepted for publication.
5. Because tenure-track faculty must be active in research to secure tenure, they will automatically be assigned the standard teaching load outlined above (unless a grant makes possible a different allocation of effort in the three areas). If a tenured faculty member has not been productive in research as judged according to the above measure, then he or she will be assigned a 3/3 load for the following year. A faculty member who has recently become active after a long hiatus in publishing may submit drafts of work in progress or successful grant proposals to petition for a 3/2 load for the following year. This reprieve will not be repeated for a second year unless an article or book has appeared in print or been accepted for publication. If the condition has been met, and is met for the subsequent years, the individual will be assigned a 3/2 load until such time as there are enough publications to warrant returning to a 2/2 load. Faculty may appeal the chair's judgment to the Department Personnel Committee, which then makes a recommendation to the chair.
6. Contributions to service vary among faculty members. All faculty members are expected to contribute in this area. Especially strong contributions in the area of service, while meritorious, do not generally warrant a reduction from the standard 2/2 load, except for the Chair, Director of Graduate Studies, and the Director of Undergraduate Studies. In order to facilitate a tenurable record in scholarship and teaching, the department expects fewer service contributions from tenure-track faculty members.

## B. Policy for Lecturers

1. By August 25 of each year, the faculty member, in consultation with the chair, will complete the department's prospective workload plan form. The form must be signed by the faculty member and the chair, thereby indicating both the faculty member's and the chair's agreement to this assignment. (This form may be amended during the year to reflect unanticipated responsibilities or opportunities.)
2. Lecturers will divide their effort between the areas of teaching and service, with service usually constituting between 10-20% of their workload.
3. A full teaching load for a lecturer whose service contributions constitute 10% of the workload will typically consist of four courses per semester.

## APPENDIX C

### SALARY ADJUSTMENT PLAN

1. **APPROVED WRITTEN PLAN.** The elected Personnel Committee, with the addition of a junior faculty member and the chair, met in 1994 to devise a departmental salary plan to be used for the distribution of any available discretionary monies for salary adjustment. The faculty then voted upon, and approved this plan during the 1994-95 academic year. The plan has been modified in the 1997-87 academic year in order to comply with new Board of Regent procedures regarding faculty reviews.
2. **SATISFACTORY PERFORMANCE CRITERIA.** As clarified below, tracked faculty performance is assessed in three main areas: research, teaching, and service. Satisfactory performance for tracked faculty presumes the following: a) that a faculty member publishes at least occasionally and provides evidence of being current in the field; b) that a faculty member carries out teaching and advising in a responsible, professional, and competent manner; and c) that a faculty member makes service contributions in some combination of the following: the department, the university, the profession, and the community. Given the weighting of the areas in determining performance, a faculty member's performance overall may be judged satisfactory even if it is unsatisfactory in one of the areas, if performance in the other areas is exceptionally strong. The performance of lecturers will follow the same procedure with the exception that research will not be considered.
3. **SALARY ISSUES TO BE ADDRESSED.** The nature and severity of the salary problems within the department will be clarified through the chair's establishment of reference salaries for each individual. The reference salaries will be based upon a consideration of the peer salary information provided by the college, as well as the rank, years in rank, and performance of each individual. The department will use the monies allotted to it for salary increases to bring each faculty member who has performed meritoriously the same percentage toward his or her reference salary. This procedure will allow the department to redress various salary problems, including salaries below market, and undesirable cases of salary inversion and compression. In addition, merit will be a factor in salary adjustment insofar as it enters into the determination of the appropriate reference salary, and insofar as

individuals must have performed "satisfactory or better" in the most recent performance review to be eligible for any adjustment.

4. **PERFORMANCE EVALUATION.** As the department's by-laws spell out, faculty performance is measured in the areas of research, including grants, teaching, advising, and service for tracked faculty, and in the areas of teaching, advising, and service for lecturers. The procedures and criteria for assessing annual performance are described in Appendix A of this document.
5. **REVIEW WINDOW AND CYCLE.** Performance reviews are conducted annually, using a three-year review window.
6. **PERFORMANCE AGREEMENTS.** Faculty members are evaluated based upon written and approved workload agreements. See Appendices A and B of this document for clarification of the department's workload plan and policy.
7. **APPEALS.** A faculty member may appeal an annual performance evaluation, as indicated in Appendix A of this document. A faculty member may also file a formal grievance with the college, as outlined in the college by-laws.

**APPENDIX D  
CRITERIA FOR  
PERSONNEL PROCEDURES**

**Policy for Tenure-Track and Tenured Faculty**

**1. THIRD YEAR PROBATIONARY REVIEW PRIOR TO TENURE.** Decisions for retention shall be based on the candidate's showing promise of being able to fulfill the criteria for tenure during the probationary period.

The Third Year Review should demonstrate clear progress toward tenurable levels of performance in the following three areas:

A. Scholarship: The faculty member should have published or had accepted for publication a book and/or articles of high scholarly quality that show evidence of a significant research agenda beyond the dissertation. He or she should have also presented evidence of significant activity in scholarly meetings and professional conferences. Efforts at grant support for research and participation in collaborative research (projects) are encouraged and carry positive weight. However, the lack of such activity will not detract from an otherwise distinguished research record.

B. Teaching: The quality of a faculty member's teaching should have reached a tenurable level, with the expectation that this level will be maintained through the rest of the probationary period. In addition, the faculty member should have developed his or her own courses and worked on graduate student and/or honors student committees. We also encourage candidates to become familiar with guidelines and exemplary models provided on CLAS and University Provost websites.

C. Service: The department tries to keep the services of probationary faculty to a reasonable level. By the third year, however, the faculty member should have served on departmental committees and assisted with appropriate interdisciplinary units in the university. Where appropriate, service to the profession in some capacity is also highly desirable.

**2. TENURE AND PROMOTION TO ASSOCIATE PROFESSOR.** The Department of Religious Studies regards as necessary the four criteria listed in the ACD Manual (506-7). A candidate for tenure must present sufficient evidence of having made, and of the potential of continuing to make, a contribution in the areas of quality scholarship, effective teaching, and service to the profession, the University, and the wider community.

The Department of Religious Studies comprises a variety of fields of scholarship in religious studies, ranging from those that focus on textual and historical scholarship, to contextual and interpretive kinds of work, to reflective and constructive analyses of religious thought and behavior. Because of this variety no single profile for tenure and promotion can be drawn. The following narrative identifies the general parameters which guide decisions on tenure and promotion in the areas of scholarship, teaching, and service.

A. Scholarship. Although not the only criterion in decisions concerning tenure and promotion, scholarly contribution to the field is indispensable in judging such cases. Outstanding scholarship carries positive weight in tenure and promotion decisions, but not to the exclusion of teaching effectiveness. The department places primary emphasis upon the quality of the contribution to scholarship, as judged by the tenured faculty of the Department and by the reviewers in the candidate's sub-field. The publications that carry the most weight include scholarly books and monographs; critical editions of texts and critical translations; and chapter-length works for refereed journals, edited volumes, and encyclopedias. Other publications, including edited volumes, shorter scholarly writings, and shorter encyclopedia essays, count as well, although they are less significant indicators of scholarly contribution. Because of the long period of time that passes between acceptance of material and its publication by presses and journals, the department allows candidates to submit works in press as evidence of scholarly contribution. Participation in collaborative research and efforts at external grant support for research are encouraged and carry positive weight in assessment of scholarship. However, such opportunities are too unevenly available across the subfields within religious studies to constitute a department-wide criterion of successful scholarship. Hence, the lack of such activity will not distract from an otherwise distinguished research record. Decisions on tenure and promotion to associate professor depend in the area of scholarship upon positive responses to the following series of questions:

1. Does the candidate's written scholarly work give evidence of distinguished achievement at the Assistant Professor level and promise of continuing excellence?

2. Does the work include a substantial body of writing which is scholarly and academic, not merely popular, and which is judged excellent by peers within and outside of the department?

3. Does the work make a distinct and acknowledged contribution to the academic study of religion?

4. Does the work give evidence that the candidate has embarked on a continuing program of high-quality research and publication that will extend beyond the point of tenure?

B. Teaching. In addition to scholarship, tenure and promotion decisions depend upon an assessment of the teaching and service contributions of the candidate. Effective classroom teaching is expected of all faculty members, regardless of rank. Moreover, faculty are expected to teach courses not only as electives in their field of specialization, but as general service courses that meet the department's degree requirements and the university's general studies requirements. For tenure and promotion a candidate should have received student and peer evaluations that give positive evidence of effective teaching in the classroom and in working individually with undergraduate and graduate students, including on honors, thesis, and dissertation projects. Exceptional teaching carries positive weight in tenure and promotion decisions, but not to the exclusion of scholarly contributions.

C. Service. The department expects candidates for tenure and promotion to contribute in a serious and sustained manner to their profession, the university, and the department. Contributions to the general public are also encouraged. For tenure and promotion to associate professor, candidates should contribute all three forms of service.

### 3. PROMOTION TO FULL PROFESSOR.

The department expects that the candidate for promotion to full Professor will have made substantial contributions in the three areas of scholarship, teaching and service. It also recognizes that the profiles of successful candidates for promotion will vary depending on the particular talents and interests of the individual. The department requires for promotion a **significant** record of excellent and sustained scholarship since promotion to Associate Professor.

Participation in collaborative research and efforts at external grant support for research are encouraged and carry positive weight in assessment of scholarship. However, such opportunities are too unevenly available across the subfields within religious studies to constitute a department-wide criterion of successful scholarship. Hence, the lack of such activity will not distract from an otherwise distinguished scholarly record. The record must be such that the department and outside



evaluators judge it to have made, or to have the potential to make, a major impact within the candidate's field. The department expects the candidate to have met or exceeded the department's standards for teaching and service as evaluated in annual performance reviews. It also is expected that at the time of promotion the scope of the candidate's service will include contributions at the national or international level.

#### **4. POLICY FOR LECTURERS**

A. The Department currently has three categories: lecturer, senior lecturer, and principal lecturer. As members of the faculty, all lecturers share faculty responsibilities as described elsewhere within department by-laws consistent with university policy. All divide their efforts between the areas of teaching, advising, and service, with service usually constituting between 10-20% of their workload.

##### **B. REVIEWS:**

Periodic reviews of lecturers are conducted by the chair and Personnel Committee. In evaluating the performance of lecturers teaching, advising, service and overall performance is based on criteria used in the evaluation of tenure-track and tenured faculty. Renewal is dependent upon demonstrated excellence in teaching and competence in service requirements. High quality in teaching is expected and is normally judged by use of the departmental student teaching evaluations and faculty evaluations. The candidate for renewal will normally have also shown ability in the area of curriculum development for example, by developing and offering new courses or by redesigning existing courses.

##### **C. PROMOTION TO SENIOR LECTURER:**

Normally, senior lecturers hold a doctorate or appropriate terminal degree and have a minimum of five years of successful, college-level teaching experience.

Requests for promotion to senior lecturer should occur at the time of the normal review. Promotion recognizes a quality of work higher than that expected for renewal. As in the renewal criteria, the case for promotion will rest most heavily on demonstrated excellence in teaching. Evidence of continued professional development will also be considered important.

##### **D. PROMOTION TO PRINCIPAL LECTURER:**

Requests for promotion to principal lecturer should occur at the time of the normal review. Normally, the candidate for promotion to principal lecturers holds a doctorate or appropriate terminal degree and normally has a minimum of eight years of successful, college-level teaching experience. The case for promotion will rest on demonstrated excellence in teaching, advising and continued related professional development. Teaching awards,

publications, research grants, and fellowships will be viewed as positive indicators of continued professional development.