

SCHOOL OF ENGINEERING AND TECHNOLOGY
PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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SCHOOL OF ENGINEERING AND TECHNOLOGY

I. INTRODUCTION

A. Preamble

These procedures, criteria, standards, and bylaws have been developed by the School of Engineering and Technology (hereafter referred to as the School) to ensure participation by the School faculty in the conduct of departmental business as defined in accordance with Article 10, titled Department Procedures, Criteria, Standards, and Bylaws, of the collective bargaining agreement between Central Michigan University and the Central Michigan University Faculty Association, hereafter referred to as *Agreement*.

The provisions of this document will be utilized unless they are found to be in conflict with the *Agreement* or local, state, or federal laws.

B. Definition of Terms

1. Regular faculty members shall include those members who are included in Article 2 of the current *Agreement*.
2. The Director of the School of Engineering and Technology will hereinafter be referred to as the Director.
3. The Dean of the College of Science and Technology will hereinafter be referred to as the Dean.
4. A quorum is the majority of persons eligible to vote.

C. Meetings

1. All School meetings will be conducted according to *Robert's Rules of Order*.
2. All School meetings will be attended by regular faculty only. Other attendees must be invited by the Director.
3. While all regular faculty may be present, only tenured faculty are eligible to vote on reappointment, tenure, and promotion (RTP) personnel matters. RTP personnel matters shall be discussed and voted on in traditional meetings where participants are physically present in the room. Absentee ballot votes are not allowed.

4. Modifications to the bylaws shall be discussed and voted on by regular faculty in traditional meetings where participants are physically present in the room. Absentee ballot votes are not allowed.
5. Only regular faculty members are eligible to vote on any non-RTP personnel matters and on curricular items. These matters may be discussed and voted on in either traditional or non-traditional meetings.
6. Other matters can be voted on by both regular faculty and invited fixed-term faculty. These matters may be discussed and voted on in either traditional or non-traditional meetings.
7. Proxy votes are not allowed.

II. GOVERNANCE AND OPERATION

A. School Organization and Leadership

The School of Engineering and Technology offers programs in Engineering and Technology. The School Director may assign one or two assistant directors to help her/him coordinate day-to-day activities within technology or engineering as needed.

1. The Executive Council

The School Director will appoint at least two tenured faculty members that represent engineering and technology as members of the School's Executive Council. This council will assist the School Director with strategic decisions associated with academic programs.

2. School Director

The School Director's duties include those of School chair, as specified in the letter of appointment and in the *Agreement*.

3. Program Coordinators

Program Coordinators will be selected from among the regular faculty and appointed by the Director after consultation with each program's faculty. Program coordinators are appointed for one year, beginning in the fall semester, and are expected to provide assistance to the Director as well as leadership to their programs.

Program Coordinators assist the School Director with scheduling, curriculum, external accreditation, student advising, and assessment. Program Coordinators serve during the academic year.

B. Procedures for Appointment, Reappointment and Review of Director

1. Term of Appointment

The term of appointment for the position of Director shall be consistent with the current *Agreement*.

2. Annual Review of Director

a. An annual review of the Director will be conducted by the School Personnel Committee. All regular and full-time fixed-term faculty and staff shall have the opportunity for input.

b. The School Personnel Committee will provide the results of the review to the School Director and to the Dean and will provide a summary to participating faculty and staff.

3. Reappointment of Incumbent

Within the first four weeks of the semester preceding the terminal semester of the Director's appointment, the incumbent shall notify, in writing, the faculty of the School and Dean with respect to her/his intent to seek reappointment.

a. If the incumbent desires to be considered for reappointment, he/she shall prepare a formal report. This report shall be presented to the regular faculty.

b. A School meeting will be held during which the regular faculty will discuss the report. The incumbent shall have the opportunity to address the regular faculty in support of her/his reappointment. The tenured faculty shall vote by secret ballot their desire to reappoint the incumbent. An affirmative recommendation requires at least two-thirds of the vote cast in support of the application. The faculty recommendation and a summary of individual comments will be reported to the Dean and the incumbent.

4. Non-Incumbent Selection

In the event that the incumbent is not reappointed, or the position becomes open for any reason, the Personnel Committee shall initiate the process for selecting a Director.

- a. The Personnel Committee shall develop a job description for presentation to the regular faculty. The job description will be approved by the School's regular faculty and the Dean. The Personnel Committee shall meet with the Dean to determine whether an internal or external search shall be conducted.
- b. If the selection is to be made from inside the School, the Personnel Committee shall nominate a group of candidates and present the group to the faculty. If the selection is to be made from outside the School, the Personnel Committee shall, upon approval of the Dean and Provost, conduct a search and, in accordance with University procedures, nominate a slate of not more than five (5) candidates in rank order.
- c. The final selection of a candidate shall be completed in accordance with University procedures and Appendix A, Paragraph I. New Faculty Selection Criteria.

5. Acting School Director

In the event the search fails to culminate in the appointment of a Director, an Acting Director will be selected as follows: The Personnel Committee shall present a slate of no more than three (3) tenured faculty members who are willing to accept such an appointment. An Acting Director shall be selected according to the voting procedure used in Appendix A, Paragraph I. New Faculty Selection, and recommended to the Dean. In the event that no acceptable candidate can be found, the Personnel Committee shall meet with the Dean and propose a subsequent course of action.

C. Committees

1. Standing Committees. Each committee will include representatives from engineering and technology.

a. Personnel Committee

The Personnel Committee will consist of three tenured faculty. Members are elected for three-year terms (staggered) to begin in the fall semester. A chairperson will be elected annually from the membership.

The Personnel Committee is charged with:

- coordinating personnel evaluations and submitting written recommendations with rationale to the Director for reappointment, tenure, and promotion applications;
- assisting the Director in the evaluation of fixed-term faculty.

b. Curriculum Committee

Membership: Representatives from engineering and technology.

Charge: Review curricular items, *Bulletin* copy, and program revisions.

2. Ad-Hoc Committees or Special Assignments

Ad-hoc committees may be formed at School meetings and special assignments will be given as needed by the Director.

III. PROCEDURES FOR PERSONNEL DECISIONS

A. Reappointment, Tenure, Promotion

1. Before the Meeting

- a. The Director, or her/his designee, is responsible for the procedures, observing deadlines, filing forms, etc., and presiding at the Personnel Committee meeting. If the Director is the candidate, the Chair of the Personnel Committee will act on behalf of the Director in Items III.A.1-3 below. However, all deadlines associated with reappointment, tenure and promotion decisions are the responsibility of individual faculty members as indicated by the *Agreement*.
- b. Recommendations for regular faculty members requesting reappointment, tenure, or promotion shall be based on the Personnel Decision Criteria in Appendix A and in accordance with the current *Agreement*.
- c. The applicant will provide materials supporting the request as specified in the *Agreement*, following the criteria and standards categories stated in Appendix A. The supporting materials will be submitted to the Director by the date stipulated in the current *Agreement* and will be made available for review at that time.

- d. The School's Faculty Personnel Committee will meet, review, and make recommendations on all reappointment, tenure and promotion applications. They will deliver written positive recommendations directly to the School Director (move to step 3.a.). If the Committee has a negative recommendation or the candidate requests in writing a full review, proceed to the next step 1.e below. This step (1.d) can be done only two times in a row.
 - e. A meeting of the School will be scheduled. The applicant will be notified at least one (1) week in advance of the meeting called to consider the application, and should be present at the meeting.
 - f. The supporting materials will be available at the meeting. The meeting cannot be scheduled earlier than one (1) week after the date applications are due in the School.
2. During the Meeting
- a. The applicant may address the faculty and present information in support of her/his request.
 - b. Faculty members will be given the opportunity to question the applicant (if present) about her/his application.
 - c. The applicant (if present) will be given the opportunity to present final comments.
 - d. The applicant will leave the room.
 - e. Faculty members will discuss the application. The Personnel Committee will summarize the discussion on the tenure/reappointment/promotion form.
 - f. A secret ballot will be cast. The affirmative recommendation requires at least two-thirds of the votes cast in support of the application.
 - g. The Personnel Committee will count the votes. In the event of a negative decision, the Personnel Committee shall review the rationale that provided the basis for the decision.
 - h. The Director, or her/his designee, will indicate the vote count (positive, negative, abstentions) to the faculty and the applicant.

3. After the Meeting

- a. The Personnel Committee will submit a written recommendation with rationale to the Director. The Personnel Committee or its designated member will meet with the candidate to summarize its recommendation.
- b. The Director will submit her/his independent written recommendation along with the Personnel Committee's written recommendation to the candidate, the Personnel Committee, and the Dean no later than the time specified in the *Agreement*. If the Director is the applicant, the independent written recommendation is not required.

B. Sabbatical

School action on a sabbatical request shall be in accordance with the *Agreement*.

1. The applicant for sabbatical shall notify, in writing, the Personnel Committee and the Director of her/his request.
2. The Personnel Committee and the Director will review the applicant's sabbatical materials and forward independent recommendations to the Dean.

C. Leaves of Absence

School action on a leave of absence request shall be in accordance with the *Agreement*.

1. The applicant for a leave of absence shall notify, in writing, the Director of her/his request.
2. The Director will review the request and forward a recommendation to the Dean.

IV. REGULAR FACULTY WORKLOAD ASSIGNMENTS

- A.** Each regular faculty member shall be assigned a teaching workload in accordance with the current *Agreement*. Teaching assignments shall take into account demonstrated achievements in scholarly/creative and/or service activities as recommended by the Director and approved by the Dean.
- B.** All regular faculty members are required to be engaged in scholarly and research activities as well as service to the School, college, university and profession as defined in the *Agreement*.

- C. The School Director shall make recommendations to the Dean regarding all supplemental teaching assignments including summer session and Global Campus courses.

V. REGULAR FACULTY REDUCTIONS

In the event of a reduction of faculty allocations, a meeting of all regular faculty of the School will be called. The School recommendation concerning faculty reduction plans will be decided by a majority vote of tenured faculty.

VI. PROFESSIONAL DEVELOPMENT ALLOCATIONS

If funds are available, each regular faculty member may receive, annually, an individual allocation for professional development purposes. This allocation is contingent on the faculty member completing her/his Annual Faculty Report and fulfilling School-related service activities as determined by the School Director.

APPENDIX A

PERSONNEL DECISION CRITERIA AND STANDARDS

I. NEW FACULTY SELECTION

- A. When a search is approved for a new regular faculty position, the Director shall appoint a search committee. Faculty associated with each program will have primary responsibility for selecting new faculty in their program. The Director and the Program Coordinator shall be members of the search committee. The search committee is responsible for carrying out the search, which shall include writing a faculty job advertisement, and presenting a slate of acceptable candidates to the Dean for on-campus interviews.
- B. After all candidates have been interviewed, a meeting of the School's faculty shall be held. At least three working days' notice shall be given for this meeting. At the meeting, the search committee will present its recommendation to the faculty, the regular faculty shall discuss the candidates and take the following actions:
 - 1. Each faculty member shall cast a single vote for each of the interviewed candidates. A candidate must receive two-thirds of votes cast to be approved.
 - 2. Each faculty member will rank all approved candidates. The number one (1) indicates the most preferred candidate.
 - 3. The Personnel Committee representatives will sum the individualized ranks and determine overall rank order, based on the composite score for each candidate. The candidate with the lowest overall score is the most preferred and will be recommended to the Director.
 - 4. The Director will present the recommended candidates to the Dean in composite rank order, together with rationale.

II. CRITERIA FOR REAPPOINTMENT, TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT

As defined in the *Agreement*, Criteria refer to the areas of evaluation (e.g., teaching, scholarly and creative activity, and university service). In the following, detailed descriptions of activities within each of the three areas of evaluation are established. These descriptions are intended to serve as guidelines to assist individual faculty in their preparation for reappointment, tenure, promotion and professor salary adjustment. In each case, documentation of significant achievements in teaching, scholarly and creative activity, and university service must be provided by the candidate.

A. Criteria for Teaching

Teaching is one of the most important factors in evaluating faculty for personnel decisions. The candidate must provide documentation of teaching performance while associated with CMU that addresses teaching activities and student learning outcomes.

Documentation

There are many techniques available to provide evidence of quality teaching. For the same reasons that student learning should be assessed multiple times and in multiple ways, so too should teaching effectiveness be assessed in a variety of ways. The following lists several methods which may be used to assess and document teaching effectiveness.

A.1. Student Opinion Survey

Results of the standardized Student Opinion Survey (SOS) instrument must be included, discussed in the narrative, and compared with division, School, and College SOS averages. The standardized template (Table 1) must be used. Distribution of assigned grades in each course must also be included. The SOS shall be administered in all sections of all classes taught, with the exception of Senior Design, Senior Seminar, Industrial Internship, Independent Studies, or Global Campus courses. SOS Individual Opinions (written comments) can be submitted with the supporting materials.

The discussion should include the candidate's analysis of any trends in the scores, discussion of written comments (if submitted), response rate, etc.

Administration of SOS: The SOS should be given to the students within the last two weeks prior to a course's final exam. Since it is desirable that a high percentage of the students in class participate in the process, the SOS should be administered during a class at which high attendance is expected. Further, adequate class time shall be provided for the students to fill out the forms and provide written feedback. The faculty member shall not be present in the room while the students are filling out the survey forms. A volunteer shall be selected by the faculty member to assist in the administration and collection of the survey. After the class completes the process, this volunteer will collect all survey and individual opinion sheets, place them in separate envelopes and return them to the School office.

A.2. Assessment of Student Learning

Participation by faculty members in assessment of student learning is an important component of education. Candidates are expected to include the following as requested by the Program Coordinator(s) and depending on accreditation visits:

- Course assessment reports and course planning reports.
- Course notebooks: prior to all accreditation visits, course notebooks must be prepared, thus course notebook maintenance is important.
- Description of methods used to assess student learning discussed in narrative.
- Analysis of samples of student work related to course objectives to be discussed in the narrative.

A.3. Faculty Peer Evaluations

The candidate has the option of including a peer evaluation in her/his document. Peer-evaluations of faculty members may only be performed by tenured faculty. The School Director or Program Coordinator will select the faculty to do an evaluation. When multiple evaluations of a candidate are done during an academic year, or when non-tenured faculty members are being evaluated, an effort will be made to have a variety of faculty do the evaluations. Evaluations will be done during a regularly scheduled class meeting. Each evaluator will submit a formal written evaluation within two weeks after the evaluation visit using the standard format and will provide copies to the personnel committee and to the candidate.

A.4. Additional Teaching-Related Activities

Participation by faculty members in additional activities to improve teaching, which may ultimately serve to enhance the student learning, is also valued. Such activities may include, but are not limited to, the following:

- New course or curriculum development, significant course revision or improvement, development of new class or lab exercises, or constructing, developing, and using new teaching tools.

- Laboratory manuals, computer programs, web pages, and other teaching aids developed by the candidate. A brief description of each and an assessment of their effectiveness in improving student learning should be included.
- Documentation of participation in professional short courses, workshops, conferences, technical sessions, field trips, and other professional development activities that may enhance appropriate instructional content and pedagogy.
- Evidence of implementation or development of successful innovative teaching techniques.
- Addition of innovative pedagogy or of technological improvements in a course.
- Supervision of individual student work including independent study, research projects, or graduate theses. Demonstrated positive outcomes such as papers or presentations resulting from this work are expected.
- Supervision of a team of students working on a multiple semester design project as part of a course or through a student organization competition.
- Other information which supports the characterization of the candidate as a high quality teacher and which can be connected to improved student learning.

B. Criteria for Scholarly and Creative Activity

Faculty members are expected to engage in scholarly and creative activities, and to demonstrate the ability to publish research in peer-reviewed journals. It is recognized that faculty with higher teaching loads may be less productive in research, and conversely that faculty who have received reduced teaching workloads for the purpose of conducting research will have higher research expectations. In all cases, the expectations are for quality work. The candidate must provide documentation of accomplishments related to scholarly and creative activity as specified in the *Agreement*.

Documentation

Collaborative scholarly activities are valued, but the candidate must document and demonstrate an independent, creative role in any collaborative research efforts included for evaluation in personnel decisions.

In the case of a multi-authored publication, the extent of the candidate's contribution is central to the evaluation of how that work counts towards the standards for scholarship. It is the candidate's responsibility to provide documentary evidence regarding her/his level of contribution to the work.

Oral/Written Dissemination

B.1. The primary means of demonstrating scholarship is by authorship of peer-reviewed refereed publications in a quality national or international journal related to the applicant's discipline.

Other means of demonstrating scholarship include:

B.2. Receipt of external grants or contracts to support scholarship. External funding is necessary to support most research in engineering and technology, and competitive external grants can be an important indicator of an active research program.

B.3. Publication of textbooks.

B.4. Authorship of a demonstrated quality refereed proceedings publication in national or international conference proceedings. To qualify, the proceedings paper must include original research, it must not substantially duplicate the content of other publications included for evaluation, and the level of refereeing must be comparable to that of a journal article.

B.5. Authorship of an invited publication, book chapter, or conference presentation.

B.6. Presentations at national and international conferences that do not result in conference proceedings publications.

B.7. Other refereed publication, presentations, grants (external or internal) and contracts may also be submitted as evidence of scholarship. The significance of each must be described.

C. Criteria for Service

Faculty members are expected to participate actively and effectively in service-related activities that support the School, the college, the university and/or the profession. In all cases, documentation of the scope and extent to which the candidate participated in each of these activities must be provided, including but not limited to: role of the candidate, extent of duties, dates of service, and outcomes accomplished. Bulleted items in Categories C.1-C.4 below are not

ranked in order of importance. However, candidates are expected to contribute to all bullets in Category C.1.

C.1. Expected Service to academic programs and the School

- Assessment of the academic programs administered by the School
- Service on search, assessment, personnel, ad-hoc, or similar committees
- Academic advising of students

C.2. Supplementary Service to the School

- Activities related to student recruitment including: on-campus recruiting events, student/parent visits, recruiting student-athletes or related activities.
- Activities related to student retention, including: advising student organizations, leading international programs, or similar activities.
- Other service activities including: program marketing and promotion, web development and maintenance, lab coordinator, information security coordinator, safety coordinator, or similar activities.
- Leadership positions in the School such as: Director, program coordinator or chair of a School or program committee.

C.3. Service to the College and University

- Participation in a College level committee.
- Participation in a University level committee.

C.4. Service to the Profession

- Leadership roles in national or international professional societies.
- Contribution to the engineering profession through involvement with State or National agencies, or active participation in professional engineering societies.
- Review of textbooks, journal articles, conference papers or competitive grants.

- Other forms of public service involving professional engineering expertise.

III. STANDARDS FOR REAPPOINTMENT, TENURE, PROMOTION, AND PROFESSOR SALARY ADJUSTMENT

As described in the *Agreement*, Standards refer to the written performance requirements in each evaluation area (teaching, scholarly and creative activity, and service). The standards are intended to help faculty understand the levels of achievement in each evaluation area required for reappointment, tenure, promotion, and professor salary adjustment. Work submitted as evidence by a candidate to attain promotion or professor salary adjustment cannot be used for future promotions or professor salary adjustments.

A. Standards for Tenure

As stated in the *Agreement*, the grant of tenure to a faculty member is one of the most important acts of the University. Therefore, faculty members applying for tenure shall document demonstrated achievement in the areas described in the *Agreement*: teaching, scholarly/creative activity, and service. Additionally, per the *Agreement*, the promise of the faculty member and the future needs of the University shall also be taken into consideration. The burden is on the candidate to demonstrate he/she meets the standards for tenure. Specific standards for each subsection are listed below.

Teaching

The candidate must demonstrate quality teaching in CMU courses. In order for teaching effectiveness to be evaluated, a candidate must provide documentation addressing the criteria for teaching listed in Section II.A. This documentation must include the following:

- Section A.1 – student opinion surveys (SOS)
- Section A.2 – assessment for courses that support external accreditation

The required documentation listed above may be complemented by faculty peer reviews of teaching performance (Section A.3) and/or documentation of achievement in the other supplemental criteria listed in Additional Teaching-Related Activities (Section A.4).

Scholarly and Creative Activity

In order to establish the extent of a candidate's research activity, the candidate

must provide documentation addressing the criteria for scholarly and creative activity listed in Section II.B. For faculty teaching nine hours per semester, the standards for tenure is that:

1. The candidate must be an author of at least three quality refereed journal publications. A quality refereed proceedings article may be substituted for one (1) journal publication. Journal quality may be documented by generally-accepted measures in the applicant's related disciplines such as impact factors or journal rankings.
2. The candidate must submit (as PI or co-investigator) at least one external grant or contract proposal to support research or teaching initiatives.
3. Additional evidence of the candidate's scholarly activities must be provided by completing three items from any of the items listed in Section II.B, provided that these items are separate and distinct from items used in Paragraphs 1 and 2 above.

The standard for scholarship increases proportionately for faculty members who have taught significantly less than 9 hours per semester over the review period because they have received reassigned time for research. The candidate must specify the amount of release time received (e.g., 5 courses 15 hours) and demonstrate how this release time has resulted in an increased quantity or quality of scholarly output.

Service

The candidate must provide documentation addressing the criteria for service listed in Section II.C. In the area of Service, the standard for tenure is significant, documented activity in:

- All bulleted items in Category C.1
- At least one bulleted item in each remaining Category: C.2, C.3 and C.4

These accomplishments are considered the minimum requirement for tenure.

Promise

In addition, candidates for tenure will be evaluated in terms of Promise. Promise includes an evaluation of the candidate's potential for continued professional growth and development, and a judgment as to whether the candidate will contribute to the goals and objectives established by the School, and the future needs of the university.

The candidate should be aware that Promise is assessed in some measure on the basis of one's present achievements. S/he is advised to document and provide a narrative of accomplishments by keeping the criterion of promise in mind. The School faculty members shall be making recommendations to the Dean with respect to Promise. The candidate for tenure is reminded, therefore, that an application that demonstrates achievement of only the bare minimum requirements may not satisfy the criterion of Promise.

B. Standards for Reappointment

In the pre-tenure period, the candidate's activities in each of the three evaluation areas (teaching, scholarly and creative activity, and service) shall be judged as specified in the *Agreement*. This judgment shall be based on documented achievements and progress towards achieving the standards for tenure. Progress shall be evaluated in proportion to the time in rank during the candidate's pre-tenure period.

C. Standards for Promotion to Associate Professor

Subject to any differences present in the *Agreement*, the standards for promotion to Associate Professor are the same as those for tenure with the exception that Promise is not a criterion.

D. Standards for Promotion to Professor

For promotion to Professor, the candidate is expected to demonstrate continued achievement and leadership in the areas of teaching, scholarly and creative activity, and service throughout her/his career. The expectation to demonstrate continued achievement and leadership should be above that required for promotion to associate professor in at least two of the three areas mentioned above.

E. Standards for Professor Salary Adjustment

The standards for Professor Salary Adjustment shall be the same as those for Professor.

IV. CONFLICT OF INTEREST AND SPECIAL ASSIGNMENTS

A. Conflict of Interest

Faculty members with a conflict of interest shall not be involved in reappointment, tenure, promotion, or professor salary adjustment decisions of the colleague.

B. Special Assignments

Faculty members are expected to participate actively in teaching, scholarly and creative activity, and service. In the case where a faculty member is given a special assignment by the Dean where the assignment precludes involvement in one or more of the three categories listed previously, the School shall make reappointment and promotion recommendations based on only those areas the faculty member was assigned to by the Dean, with consideration given to the length of time of the special assignment. However, before the faculty member may be considered for tenure, the faculty member must meet the minimum requirements in the three categories as stated previously in the Standards for Tenure section.

APPENDIX B

TEACHING EXCELLENCE APPOINTMENTS (TEA)

Evaluation of faculty holding Teaching Excellence Appointments (TEA)

The School recognizes the modified workload assignment of faculty with TEA appointments, and will assess those tenured faculty for promotion by evaluating:

- scholarship based on normal School standards for quality but with reduced expectations for quantity of scholarly work; a minimum of one peer-reviewed publication (in the disciplinary or pedagogical literature) is required in the review period; and
- service based on the normal School standards; and
- teaching based on the college-wide Teaching Excellence criteria outlined below, recognizing the increased time spent on teaching during the period of review.

The criteria for teaching excellence include the candidate's demonstrated leadership and contributions to improve the curriculum and student learning outcomes in the School of Engineering and Technology as demonstrated by the following:

1. Evidence of personal excellence in teaching, including:
 - consistent classroom success as documented by SOS scores;
 - other evidence of teaching performance expected by the applicant's department.
2. Peer evaluation: An essential aspect of the evaluation will be peer evaluation of classroom teaching.
3. Evidence of leadership in improving instruction or curriculum, such as:
 - applying for external grants to improve instruction or curriculum at CMU;
 - implementing curricular changes and other improvements to courses and programs;
 - successful mentoring of colleagues to improve their teaching.

Additional evidence may be submitted including, but not limited to: letters from alumni and students; external awards recognizing teaching excellence; professional development related to teaching (conferences and workshops attended); leadership in developing, or willingness to adopt, innovative methods of instruction.