

**DEPARTMENT OF EDUCATIONAL LEADERSHIP AND POLICY STUDIES  
DEPARTMENTAL BYLAWS**

**Adopted: May 8, 2008**

**Revised: February 7, 2018**

**Mission**

The mission of the Department of Educational Leadership and Policy Studies is to prepare entry and executive-level administrators for schools and colleges, faculty in colleges and universities, and policy scholars to serve in state, regional, and national policy agencies associated with educational and human service enterprise. The graduate programs of the department are designed to enrich knowledge, skills, and values requisite to effective leadership and to effective teaching and research in educational settings.

The Department views leaders as stewards and servants of organizations; designers of the social and cultural climate in which they work; teachers who facilitate and encourage human growth and development; change agents who continually examine the purpose and performance of their organizations; and conceptual provocateurs who challenge ideas and assumptions on which policy and practice are built.

**Vision**

The Department will be nationally recognized for graduating outstanding, innovative, and courageous leaders and for producing significant educational research that influences policy and practice.

**Values**

The core values which are embedded in all components of the work of the Educational Leadership and Policy Studies Department include:

- **Civility** – Affirming the power of human dignity and diversity
- **Candor** – Respecting the power of public forum and the role of dissent and debate
- **Courage** – Acting on conviction and linking belief to action
- **Responsibility** – Accepting care for one’s actions and decisions
- **Compassion** – Caring for person and principle and hold high expectations
- **Community** – Respecting diversity while developing an agenda of common caring
- **Persistence** – Accenting long-range goals and staying the course in face of hardship
- **Service** – Placing the welfare and promise of others before self
- **Excellence** – Calling individuals and organizations to high standards of performance
- **Justice** – Ensuring equity in opportunity and recognition

### ***Introduction***

*To provide the basis whereby the faculty may achieve its goals, the Department of Educational Leadership and Policy Studies at The University of Tennessee, Knoxville agrees to govern itself according to these Bylaws.*

*These Bylaws are intended for the internal operation of the Department, and shall not supersede any existing University of Tennessee regulations, University of Tennessee Faculty Senate Bylaws, the current University of Tennessee Faculty Handbook, or the UTK Manual for Faculty Evaluation.*

### **Article I: Name: Department of Educational Leadership and Policy Studies**

1.1 The Department of Educational Leadership and Policy Studies (hereafter referred to as “Department”) was formed as of August, 2008.

### **Article II: Powers and Duties of the of Department**

2.1 The Department shall have those powers and duties which have been, and which may be, delegated to it by the Trustees of the University, the President of the University of Tennessee System, the Chancellor, the Provost, the Dean of the College of Education, Health, and Human Sciences, and the faculty of the Department.

2.2 The Department is authorized, subject to the approval of the Dean, to formulate policies and regulations regarding the general educational objectives of the Department, including those policies and regulations related to the overall general requirements for admission, completion of program requirements, and graduation for the degree programs of the College and The University of Tennessee.

2.3 The Department is authorized in consultation with academic officials to consider, advise, and recommend to the Department Head, Dean, or (if appropriate through the Dean) to the Chancellor, policies and procedures in other matters which concern the general welfare of the faculty of the Department, such as, but not exclusively limited to: criteria for faculty appointment, dismissal, promotion, tenure, budget, and other University matters relevant to meeting the mission and goals of the Department, the College, and the University.

2.4 The Department, through its administrative structure, communicates priorities for College and University budgets, development/fund-raising plans, and changes in physical facilities that will enhance and maintain academic programs as well as resource allocations within the Department, the College, and the University. The Department may consider, advise, and make recommendations regarding student rights and responsibilities.

2.5 Actions by the Department Head will be communicated to Department faculty by written/oral reports and through faculty who serve in elected and appointed capacities on Department committees, advisory boards, and *ad hoc* entities that serve a specific purpose and are appointed for a stated time.

## Article III: Department Organization

### 3.1 Department Administration

3.1.1 The Department Head is the chief administrative officer responsible to the Dean or, if appropriate, through the Dean to the Chancellor of the University for the well-being of the Department. The Department Head has responsibility for providing visionary leadership and management of budget allocations, physical facilities, and personnel within the Department.

3.1.1.1 The Department Head provides reports and other communications to the College administration about Department priorities and resource allocations, including personnel, physical facilities, and monies, that enhance and maintain the academic programs and the infrastructure needed by the Department.

3.1.1.2 The Department Head should seek recommendations from Department faculty or their representatives (e.g., Program Coordinators) on matters involving major decisions of budgetary, personnel or physical facility allocations with the understanding that the Head is authorized to make the final decisions.

3.1.1.3 The Department Head implements procedures for resolving faculty grievances as outlined in the *University Faculty Handbook* and student grievances as outlined in *Hilltopics* and *The University of Tennessee Graduate and Undergraduate Catalogs*.

3.1.2 The Department Head is a member of the faculty who has been assigned by the Dean the special duty of administering the Department. The selection, annual evaluation and reappointment of the Department Head shall be in accordance with the *University Faculty Handbook*. The Head is appointed for a 5-year term by the Dean in consultation with the faculty of the department which they will administer.

3.1.2.1 The Department Head's responsibilities include care of the departmental academic programs in relation to the comprehensive academic program of the University through:

- recruitment and development of the faculty, recruitment and selection of graduate teaching associates, postdoctoral research associates, graduate assistants, and research assistants;
- planning, reviewing, and implementing the curriculum;
- encouraging and supporting faculty teaching, research, and service;
- adjustment of teaching and research loads of individual faculty members;
- counseling and advising students;
- representation of the Department to:
  - the public,
  - other faculty members,
  - members of the administration,
  - colleagues at other universities and institutions,
  - the political constituency supporting the University.

- 3.1.2.2 The Department Head maintains the infrastructure necessary for support of the academic programs through:
- employment and supervision of clerical and support personnel;
  - management of physical facilities;
  - planning for space and equipment needs;
  - preparation and defense of the budget;
  - authorization of all expenditures from the budget.
- 3.1.2.3 The Department Head also has other responsibilities including:
- to work in tandem with each Program Coordinator in the Department to see that courses are taught in a timely sequence and that adequate staffing of these courses takes place;
  - to work closely with the Dean and Associate Deans on day-to-day operations of the Department as well as long-range planning for the Department's future;
  - to serve in an advisory capacity as a member of the Executive Committee for the College;
  - to work closely with various committees in the College as well as with directors/coordinators of various programs;
  - to help maintain a critical number of students in each program that resides within the department.
- 3.1.2.4 The Department Head shall be governed by the rights and responsibilities as outlined in these Department Bylaws, the *University Faculty Handbook*, and the *Manual for Faculty Evaluation, Hilltopics*, and *The University of Tennessee Graduate and Undergraduate Catalogs*. The faculty shall provide input regarding the evaluation of the Department Head through completion of an external survey.
- 3.1.2.5 The Department Head may recommend the appointment of an Associate Department Head to aid in the abovementioned duties and to act in the stead of the Department Head as requested or when the Department Head is unavailable. Majority agreement of the voting faculty shall be considered in the recommendation of the Associate Department Head.
- 3.2 The Department is composed of five graduate degree programs: College Student Personnel (MS), Education with a Concentration in Leadership Studies (PhD), Educational Administration (MS and EdS), and Higher Education Administration (PhD). The Department also includes Undergraduate Leadership Studies, the College Access and Persistence (CAPS) Outreach Center, the Center for Educational Leadership (CEL), the Postsecondary Education Research Center (PERC), and the UTK Project GRAD Summer Institute.
- 3.2.1 The Department Head will appoint a Program Coordinator of the curriculum for each of the programs served.
- 3.2.2 The Program Coordinator, for their respective program, will ensure that faculty meets as often as necessary to develop, review, and evaluate curricula.

- 3.2.3 The Program Coordinator will be responsible to ensure that the rest of the Department, including the Department Head, is involved in curricular changes and program proposals.
  - 3.2.4 The Program Coordinator will make sure that curricular changes follow appropriate Department, College, and University guidelines. Curricular changes will be made in collaboration with the Department Head. When necessary, the Program Coordinator will also work with appropriate University committees to develop joint programs and make curricular changes.
  - 3.2.5 The Program Coordinator will recommend to the Department Head appropriate faculty to teach each course in their program(s) and appropriate times for teaching classes.
- 3.3 The responsibilities of programs include making curricular decisions for evaluation and revision as needed; making decisions based on committee action concerning sequence, location, scheduling, and capacities for courses; and long-range program planning, including personnel, facilities, and equipment.

#### **Article IV: Membership and Operating Procedures in the Department**

##### 4.1 Faculty Classifications within the Department

- 4.1.1 Tenure and tenure track faculty appointments are made at three ranks in the Department: Professor, Associate Professor, or Assistant Professor. Faculty members are hired for their abilities to teach, engage in scholarship, and perform service functions.
- 4.1.2 Non-tenure track (NTT) faculty shall consist of full-time and part-time, non-tenure track faculty, with titles and responsibilities as defined in the *Faculty Handbook*. NTT faculty are governed by the terms of their appointment letters and the *Faculty Handbook*.

##### 4.2 Staff Classifications within the Department

- 4.2.1 Professional exempt staff not primarily engaged in academic instruction, research, or service but who hold a position that requires recognized professional achievement acquired either by formal training or equivalent experience; and who meet the FLSA salary test. Exempt from this requirement are faculty members and practitioners of law or medicine.
- 4.2.2 Hourly Input non-exempt staff who are neither primarily engaged in academic instruction, research, or service, nor charged with administrative or managerial responsibility, and are paid on the biweekly payroll.
- 4.2.3 Hourly No Input non-exempt staff who are neither primarily engaged in academic instruction, research, or service, nor charged with administrative or managerial responsibility, and are paid on the monthly payroll.

### 4.3 Meetings within the Department

- 4.3.1 Department meetings shall be held at least once per semester during the academic year. Additional meetings may be called by the Department Head or at the written request of twenty-five percent of the faculty. Two-thirds of the voting members of the faculty shall constitute a quorum.
- 4.3.2 Decisions will be arrived by consensus except in cases where a consensus cannot be reached, then a vote is taken. When a vote is taken, a simple majority of those present shall decide an issue, except where otherwise specified.
- 4.3.3 The Department Head shall serve as chairperson of Department meetings, except as delegated by the Department Head in advance. Minutes of the meetings shall be distributed to the faculty no later than prior to the next faculty meeting, and a copy of the minutes shall be kept on file in the Department office.
- 4.3.4 The initial agenda for regular Department meetings shall be prepared by the Department Head and distributed in advance in written form to the faculty. Additional items may be suggested by individual faculty.

### 4.4 Voting within the Department

- 4.4.1 The voting faculty, for purposes of ratifications and changes in the Bylaws and curricular and other Department functions, shall consist of all those Department faculty members who have been appointed to tenure or tenure-track positions, and full-time NTT faculty.
- 4.4.2 A current list of eligible voting faculty shall be maintained by the Department Head.
- 4.4.3 Faculty members who are on full or part-time leaves of absence (or reduced-time) shall retain the voting status that would be available to them were they not on leave.
- 4.4.4 Proxy votes will be accepted but must be presented in a memorandum to the Department Head in advance of the meeting.

## **Article V: Committee Structure of the Department**

- 5.1 The Department shall use committees to perform various tasks. *Ad hoc* committees shall be formed as needed.
- 5.2 Faculty in the respective programs will determine when meetings are needed. Meetings of Program Committees may be requested by the Department Head.
- 5.3 The Department Review Committee (DRC) reviews all human subjects research performed in the department.

- 5.3.1 The Department Head will select at a member of the faculty to serve as the DRC chair for a three-year term. A second DRC member may be designated as a backup to the DRC chair.
- 5.3.2 All research performed in the Department will be reviewed according to the following guidelines:
  - 5.3.2.1 The principal investigator (PI) prepares and submits an application through the online iMedRIS submission system as specified by the UTK Office of Research.
  - 5.3.2.2 The DRC Chair will then receive a notification through iMedRIS that the application is pending his/her review and approval. In cases when the DRC Chair is unable to review, one of the other DRC members will provide proxy approval.
  - 5.3.2.3 The DRC Chair reviews the proposal and the Chair either approves and signs, or sends the form back to the PI for additional corrections (NOTE: Because compliance is the responsibility of the DRC, no approval can be given until protocols are in complete compliance with federal and institutional mandates).
  - 5.3.2.4 Once the proposal is approved by the DRC Chair, the proposal goes to the Department Head for approval.
  - 5.3.2.5 Once the proposal is approved by the Department Head or proxy, it is automatically moved by the system to a compliance officer in the UTK Office of Research for a final review and approval.
  - 5.3.2.6 Once the proposal is approved by the UTK Office of Research, the PI will electronically receive a letter of approval.
  - 5.3.2.7 Follow-up on research will follow UTK IRB procedures.

#### 5.4 Retention, Promotion and Tenure Committee

- 5.4.1 Members of the faculty who are tenured at the Associate or Full Professor rank are eligible to serve as the Retention, Promotion and Tenure Committee. This committee is responsible for the annual review of all materials, portfolios, observations and any issues relative to Retention, Promotion and Tenure of all faculty who have been appointed to tenure-seeking positions. All rules and procedures that are stated in the *Faculty Handbook* and outlined by the *Manual for Faculty Evaluations* are to be followed by the Department.
- 5.4.2 All members of the Retention, Promotion and Tenure Committee vote for retention and tenure. Only those faculty who hold the rank equivalent to or above the rank being considered shall vote for promotion.

- 5.4.3 The Department Head will be available for the Retention, Promotion and Tenure Committee meetings to provide clarification and interpretation of matters pertaining to promotion and tenure, but will not participate in the deliberations for a candidate's retention, promotion, and tenure review.
- 5.4.4 Votes for tenure and promotion may be made by secret ballot. If the vote is not unanimous, a minority report may be submitted along with the majority report sent to the Department Head as outlined in the *University Faculty Handbook*.
- 5.4.5 A simple majority vote shall be the minimum number of votes necessary to constitute a positive recommendation for retention or tenure.
- 5.5 The Bylaws Committee will be composed of at least three members of the Department, ideally with at least one representative from each degree program. The purpose of the Bylaws Committee shall be to review the Bylaws on an annual basis; check for compliance with College and University policies; make recommendations to the faculty for needed revisions; or to report to the faculty no later than the last faculty meeting before spring break that the Bylaws do not require revision. The Bylaws Committee shall hold at least one meeting each fall semester to review the Bylaws.
- 5.6 Faculty Search Committees are appointed by the Department Head in accordance with all applicable University, College, and Department regulations and in consultation with the Faculty.

## **Article VI: Faculty Responsibilities**

- 6.1 Faculty duties and workloads are outlined in *the Faculty Handbook* and individual appointment letters.
- 6.2 Tenured and tenure-track faculty follow the guidelines contained in the *Faculty Handbook* and the *Manual for Faculty Evaluation* for faculty development, review, and evaluation. NTT faculty follow the guidelines stated in their appointment letters and the *Faculty Handbook*.
- 6.3 Faculty members who are above the rank of those persons eligible for promotion participate in a yearly Department review process of a candidate's credentials and make promotion recommendations to the Department Head.
- 6.4 All tenured faculty participate in a review process of a candidate's credentials for tenure and make tenure recommendations to the Department Head.
- 6.5 Tenured faculty have major responsibilities in guiding tenure-track and clinical faculty in their roles at the Department, the College, and the University. This responsibility may include



participating in a formal mentoring program.

- 6.6 Curricular matters and development of academic programs are a shared responsibility of the faculty and the Department Head.
- 6.7 The Faculty has the responsibility for making recommendations to the Department Head about priorities for budgetary, personnel, and physical facility allocations that enhance and support academic programs.
- 6.8 Faculty serve on committees, advisory boards, and *ad hoc* entities that draw upon their disciplinary expertise and/or experience needed to achieve the goals of the Department, the College, and the University.

### **Article VII: Processes for the Review of Faculty Performance**

- 7.1 All faculty are expected to contribute to the missions of teaching, research, and service. While the general scope of performance at a particular rank is consistent across the University, the particular requirements of the varying ranks and appointments are defined by the faculty of the department in which an appointment resides. The exact apportionment of effort in teaching, research, and service is a function of the skills of the faculty member and the needs of the Department and university. All tenure-track faculty, however, are expected to pursue and maintain excellence in research.

Consistent with University guidelines, the Department Head will meet with each faculty member at least once each year to make plans, set goals and objectives, and review performance. In such conferences, performance for Tenure track and Tenured Faculty will be compared with the Faculty Expectations for Rank (Appendix). Performance for NTT Faculty, will be compared with the expectations outlined in the individual appointment letter.

The Department Head's evaluation of the faculty member will be in written form and presented to the faculty member in a timely fashion. After the faculty member has had an opportunity to read and sign the written evaluation, copies of the evaluation will be forwarded to the Dean of the College of Education, Health, and Human Sciences.

If the faculty member should disagree with the content of the written evaluation, they will be provided an opportunity to amend the evaluation with objections and dissenting opinions, in accordance with the procedures outlined in the *Manual for Faculty Evaluation*.

- 7.1.1 Retention Review of Probationary Faculty. New tenure-track faculty members are generally hired with a full probationary period of seven years, and are considered for tenure no later than the sixth year of employment at UTK. The latter time period can be shortened with agreement of the Department Head and the faculty member. Probationary faculty members are evaluated for retention during the fall semester each year. Probationary faculty will submit documentation of their accomplishments and progress in the areas of Research,

Teaching, and Service, as outlined in 7.1.3. For newly hired faculty members, the scope of the report will begin at the date of hire. The Department Head will seek input from tenured faculty regarding retention or non-retention. The standard “Annual Recommendation on Retention” form will be completed and forwarded to the Dean and the Provost/Chief Academic Officer. An enhanced retention review will be held for tenure-track faculty members as outlined in the *Manual for Faculty Evaluation*.

- 7.1.2 Annual Review of All Faculty. All faculty members will submit an annual review during the fall semester of each year. Each faculty member will be asked to provide overviews of their performance in Research, Teaching, and Service in accordance with University, College, and Departmental guidelines.
- 7.1.3 Promotion and Tenure Review. Faculty members should follow the process and format outlined in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.
- 7.1.4 Triggered Cumulative Review of Tenured Faculty Members. Faculty members should follow the process and format outlined in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.
- 7.1.5 Annual Review of NTT Faculty Members. Faculty members should follow the process and format outlined in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.
- 7.1.6 NTT Faculty Promotion Review. Faculty members should follow the process and format outlined in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.

### **Article VIII: Compensated Outside Activities**

- 8.1 The nature and scope of compensated outside activities appropriate to the academic discipline in the context of the faculty member’s performance shall be governed by the provisions of the *Faculty Handbook*.

### **Article IX: Approval, Endorsement and Amendments of Bylaws**

- 9.1 Initial approval of these Bylaws shall be a responsibility of the faculty, with final approval determined by a majority vote. Eligible voters are defined in Section IV of the Bylaws.
- 9.2 Final authority for interpretation of these Bylaws shall be the responsibility of a majority of the voting faculty members as determined by Section IV of the Bylaws.
- 9.3 All members of the Department must abide by these Bylaws and it is the responsibility of the Department Head, Associate Department Head, and the Program Coordinators to enforce the provisions of the Bylaws.
- 9.4 It is the responsibility of the faculty to keep the Bylaws up-to-date.

## 9.5 Amendments to the Bylaws

- 9.5.1 Proposed Bylaw amendments may be forwarded by any faculty to the Head. The proposal will be placed on the agenda of the following faculty meeting.
- 9.5.2 Proposed changes in the Bylaws will be distributed electronically or in writing to faculty eligible to vote two weeks before a Department faculty meeting is held to consider the proposed Bylaws changes.
- 9.5.3 In the Department meeting, the faculty will be presented with the amendment and will have an opportunity to provide input.
- 9.5.4 An affirmative vote by two-thirds of the voting faculty shall be required to adopt the proposed amendment. Faculty members eligible to vote are defined in Section IV of the Bylaws.
- 9.5.5 Revisions
  - 9.5.5.1 The Bylaws were adopted May 8, 2008.
  - 9.5.5.2 Appendix A & B were adopted May 11, 2010.
  - 9.5.5.3 The Bylaws were revised September 27, 2011.
  - 9.5.5.4 The Bylaws were expanded and aligned with the Bylaws of College of Education, Health, and Human Sciences (2017) and the *Faculty Handbook* (2016) and *Manual for Faculty Evaluation* (2016) on February 7, 2018.

## APPENDIX

### **Faculty Expectations by Rank**

Following are the expectations of tenure track and tenured faculty by rank in terms of teaching, research, and service. They are intended as guides rather than prescriptions, focus on the span of time one is in rank rather than a single year, and, for assistant and associate professors, speak to what might be expected of them to be able to move up in rank.

### ***ELPS Assistant Professors***

With respect to **teaching**, Assistant Professors are expected to:

1. Be effective teachers, committed to student learning and to their own continuing growth and development as teachers.
2. Design and use well-organized, comprehensive syllabi for every course they teach.
3. Be available to meet with students beyond the classroom.
4. Participate in curriculum reviews and course redesign activities.
5. Serve on graduate committees; qualify to chair such committees; and chair at least a small number of doctoral committees.
6. Teach a variety of courses appropriate to training and expertise.

With respect to **research and scholarly activity**, Assistant Professors are expected to:

1. Pursue a clear, identifiable research agenda that leads to enhancing their scholarly profile in the field.
2. Maintain an active, productive research program resulting in publications in respected, good to top-tier journals and other publication venues. The publications might include a combination of peer-reviewed articles, peer-reviewed conceptual/commentary articles, book chapters in significant books in the field, books, and other scholarly and creative activities.
3. A rough estimate of 12-18 publications from the above list would be appropriate for Assistant Professors seeking tenure and promotion.
4. Be the sole or first author of some portion of those articles.
5. Make peer-reviewed presentations at important national and international organizations. As with peer-reviewed articles, the number of such presentations might fall within the same 12-18 range. Again, as with journal articles, at least some portion of those presentations should be sole or first authored.
6. Books, book chapters and non-peer reviewed articles are positive contributions to a scholarly profile, but should not be seen as substitutes for peer-reviewed articles.
7. Similarly, non-peer reviewed presentations and invited talks should not be seen as substitutes for peer-reviewed presentations.
8. Seek external funding for research activities.

With respect to **service**, Assistant Professors are expected to:

1. Engage in some service to the department, college and field. However, the amount of service might begin modestly and increase over time in rank, without having such service overshadow the responsibilities to teaching and research.
2. Civic engagement and outreach are new commitments of the College, and activities which Assistant Professors may be called on to speak to as they apply for tenure and promotion.
3. Be good citizens, professional in their interactions with colleagues within the Department, College and University, and outside within the field and the community.

### ***ELPS Associate Professors***

With respect to **teaching**, Associate Professors are expected to:

1. Be highly effective teachers, committed to student learning and to their own continuing growth and development as teachers.
2. Prepare and use timely, comprehensive syllabi for each course.
3. Serve as advisors and models for students and assistant professors.
4. Serve on and chair graduate committees and doctoral committees to their successful conclusion.
5. Lead and/or participate in curriculum review efforts and course redesign activities, program admissions and student reviews, and program reviews.

With respect to **research and scholarly activity**, Associate Professors are expected to:

1. Maintain an active, productive research program resulting in publications in respected, good to top-tier journals and other publication venues. The publications might include a combination of peer-reviewed articles, peer-reviewed conceptual/commentary articles, book chapters in significant books in the field, books, and other scholarly and creative activities. In quantity, the body of work produced should be similar to or exceed that expected of Assistant Professors, and should advance knowledge in the field.
2. Maintain an active presence at important national and international organizations through the presentation of peer-reviewed papers and symposia, and invited presentations.
3. Be the sole author of some portion of the peer-reviewed materials published and presentations made at important national and international conferences. In addition, seek to publish and present with students. The body of research and scholarly work produced should be similar to or exceed that in amount to that expected of Associate Professors.
4. Establish a recognized scholarly profile in the field.
5. Seek and secure funding (internal and external) for research activities.

With respect to **service**, Associate Professors are expected to:

1. Be engaged in service to the Department, College and/or University, and the field. This service may take various forms, and involve various permutations, however, as compared to Assistant Professors, a clear pattern of increased service should be apparent. Such service might involve chairing and participating on committees, election to office, and other activities that provide visibility to the department, College, University and field.
2. Engage in civic and community outreach in ways that serve the University, field and community.
3. Be good citizens, professional in their interaction with colleagues within the Department, College and University, and outside within the field and the community.

### ***ELPS Professors***

With respect to **teaching**, Professors are expected to:

1. Maintain an active teaching presence, and be excellent teachers, committed to student learning and to their own continued growth and development as teachers.
2. Prepare and use timely, comprehensive syllabi for each course.
3. Advise and mentor students and assistant and associate professors.
4. Serve as program coordinators, principal investigators, and/or directors of Centers as needed and appropriate to the department.
5. Lead and/or participate in curriculum reviews and course redesign activities, chair program reviews, and actively participate in program admission and student review activities.
6. Chair a significant number of masters and/or doctoral committees, bringing junior colleagues on to committees to gain the knowledge and experience needed to become credentialed to chair such committees.

With respect to **research and scholarly activity**, Professors are expected to:

1. Maintain an active, productive agenda of research and scholarly activity through publications in top tier journals and with respected publishers and organizations. Publications might include a combination of peer-reviewed and conceptual/commentary articles, book chapters in significant books in the field, books, and other scholarly and creative activities. In quantity, the body of work and productivity should be similar to or exceed that expected of Associate Professors. In addition, this research agenda should reflect “a clear continuity of effort over time” (Attribution: Department of CFS) and provide an equally clear contribution to the knowledge base in the field.
2. Maintain an active presence at important national and international organizations through peer-reviewed presentations and invited speeches.
3. Publish and present with students and junior faculty as appropriate to the research and field.
4. Maintain a nationally recognized presence in the field.
5. Seek and secure external funding for research.

With respect to **service**, Professors are expected to:

1. Maintain an active commitment of service to the department, College and/or University, and the field. This service might include a variety of activities and include evidence of leadership in these activities.
2. Mentor junior faculty and students in the department.
3. Engage in civic and community outreach in ways that serve the University, field and community.
4. Continue to be good citizens, professional in their interaction with colleagues within the Department, College and University, and outside within the field and the community.