

School of Education Governance Statement

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DRAKE UNIVERSITY
SCHOOL OF EDUCATION
Governance Statement

1.0 MISSION

The School of Education at Drake University is a diverse community of collaborative learners dedicated to the preparation, licensure, advancement, and continuing education of teachers, counselors, school administrators, human resource development professionals, and other leaders of learning communities.

The SOE experience is distinguished by exemplary teaching, scholarship, and service that advances the higher education experience for on-campus and extended-campus learners.

2.0 PROGRAMS

Programs are created by the departments within the School, and approved by the administration and faculty of the School, with further approval by the University. All approved programs are then published in the Drake University Catalog. School of Education administration, faculty and staff are encouraged to become familiar with these catalogs for counseling students.

3.0 ADMINISTRATIVE STRUCTURE

3.1 Dean

The Dean of the School of Education is the executive officer and shall be responsible to the central administration of the University and the School of Education faculty and students. A chief function of this officer is to maintain the best possible learning environment within the broad scope of University and School of Education policies, rules and regulations.

The Dean shall:

1. work with the faculty to provide growth and stability in the educational programs of the School
2. support and direct programs of improvement and provide dynamic leadership to the faculty and staff
3. be responsible for recommending to the President of the University, or the President's designee, the appointment, assignment, transfer, promotion, demotion, dismissal and/or suspension of faculty or staff members of the School
4. submit an annual budget for the School
5. approve, and direct, in accordance with business procedures of the University various purchases and expenditures within the budget
6. determine the salary for each staff and faculty member and recommend its acceptance to the President or the President's designee
7. make provision for equitable and adequate support staff for the faculty
8. exercise leadership in directing staff in various studies, programs, committees, and other organizational tasks that will allow the School to remain a viable unit within the University structure
9. represent the School as its chief executive officer in all dealings with other schools, colleges, universities, public schools, social institutions, business firms, agencies of government, student organizations, and the general public. The Dean may assign other faculty or staff members to represent her/him
10. chair all faculty meetings
11. call special faculty meetings as needed
12. shall appoint either the Assistant or Associate Dean to represent her/him in her/his absence.

Specific enumeration of the above duties does not limit the Dean's broad authority and responsibility.

3.2 Assistant/Associate Dean

The Assistant/Associate Dean of the School of Education shall be a member of the Faculty of Instruction and the Dean's Administrative Council. The Assistant/Associate Dean will coordinate SOE student services by managing orientation sessions, articulating transfer credits, registration, graduation, and admissions processes, and overseeing undergraduate advising; will coordinate data management, catalog copy, and accreditation processes at the undergraduate level; prepare updates/changes from the Banner and Blackboard systems and administrative functions for faculty; and may also have additional duties as assigned by the dean.

3.3 Director of Extension Services

The Director of Extension Services shall be a member of the Dean's Administrative Council, shall coordinate the Extension and External Degree programs, and shall have other duties as assigned by the Dean.

3.4 Dean's Administrative Council

The Dean's Administrative Council is composed of the Assistant/Associate Dean, the chairs of each academic department, the Director of Extension, and any directors of major programs or grants as the dean deems appropriate . The Council is ex-officio in status, and meets at the discretion of the Dean to provide advice and counsel.

3.5 Academic Departments

3.51 Leadership, Counseling, and Adult Development

3.52 Teaching and Learning

3.6 Department Chairs

There will be one Department Chair for each academic department of the School. Department Chairs shall be members of the Faculty of Instruction and, upon recommendation of the members of the department, shall be appointed by the Dean. The term of appointment will be indefinite, but the faculty will make a recommendation every two years. In addition to the duties listed under "Faculty of Instruction", the department chair shall:

1. coordinate faculty personnel procedures within the department and make recommendations regarding hiring, induction, retention, development, promotion, and tenure
2. coordinate curriculum and program development within the department
3. work with the Assistant/Associate Dean in matters of student recruitment, admissions, advisement, certification, and graduation
4. prepare tentative course schedules and faculty
5. prepare and submit an annual budget for the department
6. approve and direct, in accordance with accepted procedures of the School and the University, purchases and expenditures within the budget
7. coordinate and facilitate departmental research, grant writing, and publications efforts
8. coordinate and facilitate departmental public relations efforts and service projects
9. schedule and chair regular department meetings and distribute minutes to members of the Dean's Administrative Council
10. serve as an advocate for the department by communicating any necessary and appropriate departmental concerns or issues
11. carry out other duties as assigned by the dean.

3.7 Grant Programs

All grant applications in the School of Education shall be directed by a member of the Faculty of Instruction or the Dean's Administrative Council.

All grant applications must be approved by the Dean. Grant applications that require changes in the curriculum of the School will be approved only after the project is reviewed by the faculty. Grant applications are submitted only after obtaining approvals of other Drake offices as required by University policies.

Persons hired to work on grant programs may be hired either as members of the Faculty of Instruction or as Staff.

- a. With advice from the faculty and approval of the Dean, grant funds may be used to hire non-tenure track members of the Faculty of Instruction when a need exists for instruction related to grant activities. Faculty of instruction hired in conjunction with a grant program shall be hired, employed, and evaluated on the same basis as all other faculty in the department. They in turn will carry rank and will be full voting members of the faculty. The following specific conditions will apply:
 1. When positions are open, a search committee shall operate in the same manner as for any other position, and recommendations will be forwarded to the Dean as with any other position.
 2. The loads and duties of the faculty will be determined by the chair of the department, consistent with the conditions of the grant and with the conditions of the department.
 3. Faculty in the grant programs will be reviewed in the same manner as all other faculty.
 4. The program director or chair of the department will make recommendations to the Dean regarding retention, tenure, promotion, and salary in the same manner as with all other members of the departmental faculty.
 5. Academic programs that are part of a grant must be approved and monitored by the faculty as a whole, in the same manner as all other programs within the department. Conditions of the grant will bear on those deliberations in the same fashion as certification requirements and the recommendations of the learned societies on all other programs.
- b. Grant funds may be used to hire individuals in staff positions. It is the responsibility of the program director to implement procedures for hiring, supervising, evaluating, and remunerating staff that are consistent with Drake University personnel policies and requirements of funding agencies.

4.0 FACULTY STRUCTURE

Definitions:

4.1 General Faculty

The General Faculty includes all faculty with rank. The School shall use the following ranks:

Instructor
Assistant professor
Associate professor
Professor
Emeritus professor

Faculty in the above ranks may be designated as tenure-track or as Adjunct (part-time appointments), Visiting (limited-time appointments), or Clinical (full-time practice-based appointments) not eligible for tenure.

4.2 Faculty of Instruction

The Faculty of Instruction consists of full-time School of Education faculty whose primary responsibility involves teaching six hours or more per academic semester. Directors or staff in grant programs may be given faculty status upon recommendation of the Dean and by faculty approval. The Faculty of Instruction also includes the Assistant and Associate Deans and the Dean of the School, who will act as its chair. Individual faculty members are responsible for the following activities:

Teaching:

1. practice current and effective teaching methods in all course work
2. revise curriculum and instruction as necessary
3. provide students with a usable and descriptive outline for each course
4. complete an annual Professional Portfolio to provide evidence of achievement in teaching, scholarship, and service
5. obtain necessary curricular and instructional materials and aids
6. plan and initiate special conferences, workshops, seminars, institutes, etc., to supplement regular curriculum
7. develop brochures and other materials for distribution to prospective students
8. maintain essential records on student progress

Advising:

9. provide adequate advisement for students, ordinarily including a minimum of five in-office hours per week and email and/or online availability.
10. maintain essential advisee records
11. work with other faculty to evaluate, develop and implement a workable plan for recruitment of new students
12. work with other faculty to evaluate and recommend acceptance or rejection of all applications for degree programs

Community Service:

13. attend and participate in regular and special meetings of the department and of the School of Education
14. attend and participate in appropriate activities of other organizational units within the School of Education and other units of the University
15. join and participate in appropriate professional organizations--local, state and national
16. attend and participate in meetings and conferences pertinent to the programs of the department
17. maintain contact and provide liaison with professionals, agencies and programs outside the University
18. participate in educational enterprises and related activities in the community

Scholarly Activity:

19. engage in appropriate research activities related to one's professional field
20. contribute the results of research and other professional findings and achievements to appropriate journals and professional publications

Administration:

21. submit budgetary requests and supporting data to the department chair regarding:
 - a. allowable travel expenses
 - b. allowable program expenses (conferences, institutes, etc.)
 - c. maintenance and equipment replacement/repair expenses
 - d. instructional and curricular materials
 - e. resource personnel
 - f. other allowable expenses
22. carry out other duties or functions as assigned by the department chair

4.3 Teaching Load

The teaching load for full-time faculty is generally limited to nine semester hours per semester. Variations may be made to reflect differing commitments to research, grants, administrative responsibilities, doctoral committee work, student advisement load, types of teaching assignments, and accrediting standards. Visiting and Clinical faculty are generally assigned a twelve-hour teaching load.

4.4 Support for Scholarly Work

Workload reductions that are equivalent of one course per year will be made for the first year faculty new to the Drake SOE and new to university teaching in order to allow time for scholarly writing and research. The chairs of individual departments within the SOE will establish workload adjustments that best meet the needs of each of the departments.

5.0 GOVERNANCE PROCEDURE

The faculty shall meet a minimum of one time per month during the academic year. The meetings shall be conducted according to *Robert's Rules of Order, Newly Revised* (1970). The Dean shall be responsible for calling the meetings, shall prepare the agenda, shall chair the meetings, and shall see that minutes are taken and distributed.

The faculty shall have responsibility for deliberating all matters of policy affecting the School, and shall decide on these and other program and structural changes by majority vote. For decisions to be official, a quorum consisting of fifty percent of the voting faculty must be present. All decisions thus rendered will hold final authority, subject to review by the Dean, the Provost, and the President.

Voting at faculty meetings on the matters stated above will be accorded to all members of the Faculty of Instruction.

All matters that affect the structure of any department, including but not limited to: staffing patterns and assignments; curriculum; course sequences; certification and degree programs; and, changes, deletions and/or additions to courses and programs, will be given proper consideration by the members of the affected department before a vote by the faculty. In instances where the department is bringing the matter to the faculty for a vote, the above outlined procedures for voting will be in effect. In instances where the matter arises during a Faculty meeting, the matter will be referred to the department, which shall have until the next regular faculty meeting to bring back a recommendation. Failing such action, the faculty may vote without a recommendation from the department.

6.0 STANDING COMMITTEES

6.1 Advisory Council

Purpose: The purpose of the School of Education Advisory Council is to represent the School's constituencies in reviewing and making recommendations concerning its programs and policies. The committee will provide perspectives of those concerned with, and affected by, such programs and policies, but will not be directly involved in their formulation.

Membership and term: The School of Education Advisory Council shall consist of at least twelve members. Representation shall normally include teachers, administrators, counselors, human resource professionals, community leaders, and other friends and supporters of the SOE

The Dean will appoint Council members and determine their terms of service.

Procedures: The Advisory Council will be convened for at least one meeting during each academic year. The Council, in collaboration with the Dean, shall set its own agenda and operating procedures and will normally elect a board chair from among their membership

6.2 Assessment Committee

Purpose: The Assessment Committee shall develop and coordinate formative and summative assessment procedures for evaluating the condition of the SOE and its programs, students, curriculum, and faculty.

Membership and Term: The committee shall normally consist of the Associate Dean, two full-time faculty, and representatives from Extension and Grant Programs elected by the Faculty of Instruction.

Procedures: The committee shall work with the dean to produce an annual report on the condition the SOE.

6.3 Curriculum Committee

Purpose: The Curriculum Committee shall act on behalf of the SOE faculty to review proposed changes in curriculum, to take curricular decisions and recommendations to the total faculty, and to serve as a clearinghouse for curriculum discussion.

Membership: The committee shall be composed of the assistant/associate dean, at least one representative from each department, and one representative from extension.

Scope of Responsibility: The SOE faculty has primary responsibility and authority for the curriculum. The committee's function is to expedite ongoing curriculum decisions and to keep faculty informed of its deliberations, recommendations, and decisions. The faculty must approve all actions of the committee.

The Curriculum Committee will review and make decisions on proposals for new, revised, or deleted courses; program revisions; and new or revised endorsement programs. Specifically, revisions to course title, number, cross listings, prerequisites, impact on state regulations, and other items impacting the catalog are the concern of the Curriculum Committee. The faculty can review a decision of the Curriculum Committee if there is a question or concern about committee action. The faculty may indicate its concern and request that the sponsoring department or Curriculum Committee reconsider the proposal.

Procedures: The chair will be elected by committee members from their membership. The committee shall be an open committee where SOE faculty and staff are welcome to attend and speak-

The committee shall make decisions regarding routine implementation and revision of approved programs and shall make recommendations regarding major changes or new programs. The committee shall post their meeting times and agenda and shall regularly report to the faculty seeking approval of their actions and recommendations.

6.4 Diversity Committee

Purpose: The Diversity Committee shall develop and coordinate efforts to promote social responsibility and diversity in the curriculum and among SOE student, faculty, and staff.

Membership and Term: The committee shall normally consist of three full-time faculty elected by the Faculty of Instruction.

Procedures: The committee shall work with the dean to produce an annual report on diversity in the SOE.

6.5 Doctoral Committee

Purpose: The Doctoral Committee shall oversee the administration of the Doctoral Program, shall make recommendations to the faculty regarding policy and procedures, and evaluate the overall potential for success in doctoral studies of applicants for doctoral programs in the School of Education. This committee shall recommend admission or denial of admission for each applicant.

Membership and Term: The Doctoral Committee shall consist of the SOE department chairs or their designees, the Director of the Doctoral Program (appointed by the dean) and those faculty (designated by the director) who currently teach core doctoral courses or who currently serve as primary specialization area advisors. The director of the Doctoral Program will serve as chair.

Procedures: The committee will monitor the Doctoral Program according to the approved Doctoral Handbook. This will include responsibility for the admission of students into the program and administration of comprehensive examinations.

6.6 Grievance Committee

Purpose: The purpose of the Grievance Committee is to resolve academic problems and issues related to academic misconduct such as dishonesty, cheating, plagiarism (see Appendix III on Academic Honesty); academic evaluation, advising and research; or allegations of discrimination on the part of faculty toward individual students on the basis of gender, ethnicity, sexual orientation, age, or disability that results in differential treatment brought by students enrolled at the time of the event giving rise to the grievance. Issues related to admission, or non-academic conduct covered by the Code of Student Conduct are not within the scope of this committee. The committee does not ordinarily accept complaints regarding grades other than individual students alleging differential treatment due to discrimination or harassment. The committee forwards a decision to the persons involved and to officers and authorities of the School of Education who have the authority to address the problems and issues that may have caused a grievance.

A grievance is a formal written complaint delivered to the chair of the committee no later than the end of the semester following the semester in which the event occurred. The written complaint must state clearly and completely:

1. the nature and cause of the complaint
2. the person or persons against whom the complaint is made
3. the desired resolution sought
4. a description of failed efforts made to resolve the issue through established procedures of the School and/or the University

Membership and Term: The committee shall normally consist of three members from the Faculty of Instruction including the Associate Dean, two of whom must be tenured, and one or more alternates elected; and one student. For a grievance involving an undergraduate student, the student member will be the School of Education's Student Senator. For a grievance involving a graduate student, the student member will be a graduate student appointed by the dean. If there is a conflict of interest between any member of the committee and any party to a grievance the dean may appoint a replacement. The term of office for faculty members shall be two years and members shall not normally be eligible to successive terms.

Procedures: The committee shall elect a chair who must be tenured. The chair shall receive grievances from students, coordinate the committee's work and report the committee's decision to the persons involved and the Dean.

Before appealing to the Grievance Committee, the student should discuss his/her concern with the individual faculty member. If the student is dissatisfied with the response of the faculty member or feels unable to discuss the grievance with the faculty member, he/she should contact the department chair and discuss the nature of the grievance. If the student is dissatisfied with the responses of the department chair, he/she may file a written grievance with the committee. Formal grievance is

not possible until the faculty member and/or chair of the department has been consulted.

Once a grievance has been filed the committee chair shall make sure that all possible efforts have been made to resolve the problems through established channels and shall assist the grievant through any steps not adequately pursued.

Failing the above, the committee shall meet and shall decide whether or not the grievance properly comes under its purview. If not, the Committee shall recommend appropriate referral.

If appropriate, the committee chair shall schedule a hearing at the earliest possible date usually within the traditional academic year. Copies of the complaint shall be distributed to committee members and the persons involved at least one week prior to the meeting.

The hearing will be attended by the parties concerned and the committee members. If a group of students is involved, the chair of the committee will specify the number of students to be in attendance. Witnesses or other individuals whose testimony may be helpful in assessing the facts of the grievance may also be invited by the committee. The hearing will be conducted by the committee chair. Order of proceedings (including who shall sit in attendance at any one time) is the prerogative of the committee in light of the situation at hand. The substance of the proceedings should involve testimony and documentation. All parties to the grievance must be provided opportunity to hear allegations and give their responses. A record of the hearing shall be made. The committee will confer privately following the hearing and prepare a decision for resolving the grievance.

The written decision shall be distributed to appropriate department chairs or appropriate administrative officials, to committee members and to parties of the grievance as soon as practical. A copy of the materials will be kept on file in the Dean's office.

If any party to the grievance is not satisfied with the committee's decision, the party must so indicate by submitting a written request for appeal to the committee chair within fifteen (15) days after the records of the completed hearing are available. The committee chair shall forward the committee's records, findings and decision along with the request for appeal to the dean. The decision of the dean shall be final. If no written request for appeal is received, the department chair or appropriate administrative official shall take action to carry out the committee's decision. A report of grievance may be filed by a student with the Provost's Office for data collection and review, but the college/school's dean's decision is final.

Student grievances and suggestions that do not constitute a formal grievance shall follow the same process as a formal grievance. A student should discuss his/her concern or suggestions with the individual faculty member who may be involved. If the student is dissatisfied with the response of the faculty member or feels unable to discuss the grievance with the faculty member, he/she should contact the department chair or Associate Dean and discuss the nature of the concern or

suggestion. If the student is dissatisfied with the responses of the department chair or Associate Dean, she/she may file a written grievance with the committee after consultation with the faculty member or chair.

6.7 Promotion and Tenure Committee

Purpose: It shall be the purpose of this committee to make recommendations to the Dean on matters of tenure and promotion of faculty. The Committee shall also provide interim evaluations of all submitted portfolios, even when faculty members are not being considered for tenure or promotion; committee evaluations are to be used by department chairs and the dean when considering matters of retention and salary.

Membership and Term: The committee shall normally consist of five full-time tenured faculty elected by the Faculty of Instruction.

Terms shall be for three years each and members shall not normally be eligible for consecutive terms.

Procedures: A committee chair shall be elected by the members of the committee. The committee chair shall hold the rank of associate or full Professor. The chair shall be responsible for notifying committee members of meeting times and places, conducting meetings, and communicating committee recommendations to the Dean.

The Committee will review all portfolios submitted by the Faculty of Instruction. Such review will be completed according to the dean's yearly evaluation schedule. All procedures of the Committee will follow AAUP standards. The committee shall also follow guidelines suggested by the "Drake University school of Education Policy Statement on Faculty Evaluation Procedures for Retention, Promotion, Tenure and Salary Review" found in Appendix I.

Consideration for promotion and/or tenure will occur only after three years of continuous service in one rank. The three-year period will begin on the date of hiring or promotion. Department Chairs who are elected to the Promotion and Tenure Committee shall write the department review and recommendation for a faculty member in her or his department but may not participate in the Promotion and Tenure Committee evaluation regarding that faculty member.

The committee will be provided access to all performance, service, scholarship and other such records available in the School of Education files. Additional information may be requested of the person being reviewed by the committee.

Upon receipt of the recommendations of the committee, the dean may support the decision of the committee and forward the recommendation to University administration, amend the decision and request a conference with the committee, or reject the recommendation and request a conference with the committee. In the case of amending or rejecting the decision of the committee, the dean shall forward to the committee chair a statement of reasons for such action and request a conference. The conference shall be held no longer than two weeks after the receipt

of the dean's communication. Following the conference, the recommendations of both the Promotion and Tenure Committee and the dean will be forwarded to the provost for his/her deliberation.

6.8 Technology Committee

Purpose: The Technology Committee shall coordinate the general acquisition and distribution of technology resources for the School of Education, support faculty technology integration in teaching and research, and offer faculty development opportunities.

Membership and Term: The makeup of the voting committee shall be programmatic rather than departmental, with major SOE programs each having a representative. Staff shall be represented by the primary staff technologist.

Procedures: The committee shall be an open committee where SOE faculty and staff are welcome to attend and speak.

7.0 GOVERNANCE APPROVAL AND AMENDMENT

7.1 Approval

This Governance shall be in effect when approved by a two-thirds vote of the Faculty of Instruction at a regularly scheduled meeting at which a quorum is present.

7.2 Amendment of Governance

This Governance may be amended by a two-thirds vote of the Faculty of Instruction at a regularly scheduled meeting at which a quorum is present.

An amendment may be proposed by a member of the Faculty of Instruction at a regularly scheduled meeting, but may not be voted on until the next regularly scheduled meeting. The proposed resolution of amendment shall be put in writing and distributed to each faculty member.

APPENDIX I

Policy Statement on Faculty Evaluation Procedures for Retention, Promotion, Tenure and Salary Review

Preface

School of Education faculty have worked for several years to determine criteria and procedures for faculty evaluation. Appended to this statement, for purposes of understanding the history and philosophy of faculty deliberation, are the following working documents: *Growth/Process Draft* (1989), *Model for Assessment of Professional Efficacy* (1990), *SOE Teaching Excellence Definition* (1991). The *Drake University School of Education Governance Statement (amended March 1, 1991)* also discusses faculty responsibilities and operations of the Promotion and Tenure Committee. Each of these documents has been formally adopted by faculty vote for working use. This policy statement operationalizes the above working documents, is adopted by the faculty on October 8, 1991, and becomes Appendix I of the *SOE Governance Statement*.

Criteria

Teaching Excellence is the fundamental criterion of evaluation. No faculty member shall be retained, promoted, or tenured without demonstrated excellence in supporting student learning through classroom teaching, advising, and/or coordination with practice settings. Faculty have defined teaching excellence as a matter of *worthy objectives*, *student mastery* (of objectives), and *student satisfaction*. Objectives should relate to the professional Knowledge Base, coordinate with other SOE courses in the same program(s) of study, reflect recommendations of learned societies and certifying bodies, and be related to the developmental needs of students. It is expected that most students will achieve mastery of most learning objectives and that test results or other recorded student behaviors will demonstrate such achievement. Surveys and interviews of present and former students should demonstrate student satisfaction.

Scholarly productivity is the second criterion. Every faculty member is expected to engage in scholarship that creates and disseminates new knowledge. Productivity is demonstrated by a programmatic set of scholarly activities (such as participation in regional and national associations, grant writing, editorial work, professional consulting, personal learning, writing, research, and evaluation) and by the production, dissemination, and external validation of at least one significant scholarly product (usually published) every two years.

Professional service contributions to students, school, university, and the profession are the third criterion. All faculty are expected to be positive role models, to provide support to

students, to attend and support school and university functions and activities, and to be active in their professional communities.

Retention from year to year of non-tenured faculty is dependent upon satisfactory progress in each of the above areas.

Tenure and promotion to Associate Professor normally requires demonstrated teaching excellence over a period of six years, cohesive scholarly activity leading to at least three significant products, and demonstrated service achievements.

Promotion to Professor requires demonstrated teaching excellence over a sustained period, at least six significant scholarly products including a major work or an extended body of related work that constitutes a major contribution to the field, and outstanding professional service.

Procedures

The fundamental responsibility for faculty development and for providing evidence of evaluation and growth is upon the individual faculty member. Each faculty member is expected to review requirements and criteria; to understand the natures of teaching, scholarship, and service; to be reflective, self evaluative, and growth oriented; and to provide evidence of achievement. At the same time, peers, department chairs, P&T Committee members, and the Dean shall provide support and guidance.

The primary support and guidance processes involve interaction among the individual faculty member and peers, the Department Chair, and the Dean. Classroom visits and formative discussions are scheduled and carried on informally throughout the year. Evaluation is based upon the following elements: course syllabi, observation of teaching, student evaluations, optional performance contracts, faculty portfolios (containing vitae and activities records, other evidence of teaching excellence, scholarly productivity, and professional service), and by any other evidence submitted by individual faculty. The faculty Portfolio is the primary basis of summative evaluation, and it should contain at least a summary of all relevant data. The Promotion and Tenure Committee may supplement the portfolio by soliciting external evaluations of faculty scholarship. Faculty members will be asked to nominate possible reviewers when this is done. All external evaluations will be confidential. Only members of the committees and administrators assigned to make promotion and tenure decisions will review them. The individual faculty member may request that the Promotion and Tenure committee summarize the contents of the evaluations without reference to the individuals. After five years inactive letters will be destroyed.

It is the faculty member's responsibility to provide evidence of achievement.

The Office of the Dean will provide an evaluation schedule at the beginning of each academic year.

Course Syllabi

Each faculty member is expected to develop a formal syllabus for each course taught. The syllabus should contain the following elements: (1) performance-based objectives; (2) a student reading and assignment list; (3) a course calendar; (4) student grading criteria; (5) course and instructor evaluation plans, and (6) a professional bibliography (the Knowledge Base of the course).

Salary Adjustments

The same criteria for teaching excellence, scholarly productivity, and professional service contributions that apply to promotion and tenure decisions shall be used in evaluating portfolios of all faculty members and recommending adjustments in salary or other benefits.

Observation of Teaching

Faculty Portfolios should contain evidence of observation, evaluation, and a discussion of results by Department Chairs, and/or peers. Observations are arranged jointly between faculty, Department Chairs, and peers. Observations may be supplemented by videotape.

Student Evaluations

The school shall adopt a particular student evaluation system (and the *Policy Statement on Student Evaluation* shall become Appendix II of the *SOE Governance Statement*). Results will be shared with the individual faculty member and the Dean.

Most faculty members will also elect to use supplementary student evaluation plans. Faculty Portfolios should contain a student evaluation report and a discussion of implications.

Optional Performance Contract

The Optional performance contract is a self-written plan/contract to be used as the fundamental, mutually-agreed-upon basis for retention, salary, promotion, and/or tenure decisions. It is expected that an Optional Performance Contract will not suggest different criteria for evaluation, but it may specify alternative evidence by which the faculty member will be summatively judged. The purpose of the contract is to assure individuals that their planned evidence of teaching excellence, scholarly products, and professional activities record will be sufficient to assure positive evaluations from the P&T Committee and the Dean. The Optional performance contract is a working agreement specifying both processes and standards of summative assessment.

Some faculty members intend an unconventional professional agenda or for some reason are unsure of regular standards of assessment; those persons may wish to develop the optional Performance Contract. The Optional Performance Contract should include the following: clear statement of growth goal (e.g., promotion to associate professor and tenure, promotion to full professor); clear specifications of teaching, scholarship, and service plans that would justify the goal; description of Portfolio or other evidence planned to support achievement; and criterion standards by which the evidence is to be evaluated. Those persons intending to develop contract plans should hold early formative discussions with the Dean who will assist them in planning their contract.

Submitted Optional Performance Contracts will be reviewed by the Department Chair, the P&T Committee, and the Dean. A joint meeting of all parties involved will be held to discuss, revise as necessary, and to "approve" or "reject" the proposed contract. All parties will sign any approved contract agreements, and no contract agreement exists without the signatures of all parties.

Portfolios

All non-tenured faculty shall prepare and submit professional portfolios beginning no later than the fall of the second year of employment and at least every two years thereafter until tenured. All faculty, regardless of rank, shall submit brief activity reports and updated vitae each year they do not submit a full portfolio. Some latitude is given in format and contents, but the portfolio, being a primary summative document, must be prepared with great care and professionalism. Each portfolio shall contain the following:

- (1) cover sheet and table of contents
- (2) updated vita and activities record that summarizes teaching, scholarship and service for the period which the portfolio covers
- (3) a file on each course (non-tenured faculty will submit information for each section) including the syllabus, summaries of student evaluations (non-tenured faculty shall include original computer summaries), original course materials, student examinations and results, sample student papers, etc.
- (4) a file describing major scholarly activities and containing significant scholarly products
- (5) a file describing major service activities
- (6) a file containing relevant evaluations from peers, department chair, and/or external referees (Faculty are encouraged to work with department chairs, P & T members, or other senior faculty mentors to develop both formative and summative evaluation materials)
**Special care should be taken to provide discussion and evidence of teaching efficacy. Faculty should develop careful data gathering and evaluation processes that will effectively demonstrate excellence in teaching, advisement, clinical supervision, and research supervision. Data should focus upon learning outcomes (both cognitive and affective) as well as upon teaching behaviors and materials.*

The portfolio normally contains information regarding activities subsequent to the last promotion or tenure decision. Earlier achievements should be listed in the vita.

A single copy of the portfolio is submitted to the Department Chair according to the schedule. The portfolio will be reviewed by the Department Chair and then by the P & T Committee who will provide a written evaluation to the Dean. The Dean will then review the portfolio and the P & T Committee evaluation. The Dean shall provide a written response to the portfolio within 30 days of receiving the P & T Committee evaluation. A COPY OF THIS RESPONSE WILL BE SENT TO THE P & T COMMITTEE CHAIR AND THE DEPARTMENT CHAIR.

In matters of promotion or tenure, recommendations from P & T and the Dean should be filed with the Provost by February 15. If necessary, a meeting may be held to discuss faculty progress, with the faculty member, the P & T Committee, and the Dean present. Any of the parties may request such a meeting. Promotion to associate professor and tenure recommendations will be made at the same time, except in instances when a faculty member begins employment at Drake at the Associate Professor level without tenure. In this instance, the faculty member could earn tenure without advancement to Full Professor.

Tenured faculty members have the option of submitting a 2-3 page activity report in lieu of the complete portfolio.

Tenure-track faculty members have the option of submitting an activity report in lieu of the complete portfolio every other year for the years prior to the year they petition for tenure.

Procedures for University Promotion and Tenure Applications

In any year that a faculty member is being considered for promotion and/or tenure, a formal application needs to be prepared. The application, the Portfolio, any other data which the faculty member wishes to submit, and recommendations from the P&T Committee and the Dean are forwarded to the Provost.

The Dean is obligated to support the recommendation of the P&T Committee, amend the recommendation, or reject the recommendation and (in cases of amendment or rejection) request a conference with the committee and the faculty member. Following a conference, recommendations of both the P&T Committee and the Dean are forwarded to the Provost who makes the decision.

Ordinarily, the decisions of the Provost are final. A faculty member may, however, request review of a negative decision by the Provost. Faculty may also ask the University Senate Academic Freedom and Tenure Committee to review negative decisions. In case of differing recommendations from the Senate and the Provost, the President of the University makes a final decision. In all cases, final decisions require approval of the Board of Governors.

APPENDIX II

Policy statement on **ACADEMIC HONESTY**

School of Education 3/17/94

Academic Honesty

The School of Education expects intellectual integrity on the part of undergraduate and graduate students who participate in professional preparation and enhancement programs offered by the School. As future practitioners, students of the Drake University School of Education must maintain high ethical standards and academic honesty.

Academic Dishonesty

Definitions

Plagiarism is defined as misrepresenting another's ideas, phrases, discourse, or words as one's own.

Cheating is defined as an act, or attempted act, of giving or obtaining aid and/or information by illicit means in meeting any academic requirements, including examinations.

Academic dishonesty is an encompassing term that includes not only plagiarism and cheating, but also involves any activity that seeks to gain credit for work one has not done or deliberately damages or destroys the work of others.

Penalties

The penalty for plagiarism, cheating, and other forms of academic dishonesty will vary from incident to incident, depending upon the scope and magnitude of the offense and the circumstances in which it occurred. Possible penalties may include any of the following: reprimand, dismissal from the course with a failing grade, probation, suspension, and/or dismissal from the University.

Appeal of Penalties

The following sequence should be used by students who wish to appeal penalties associated with alleged academic dishonesty:

1. *Instructor* - The student should express concern/complaint about the penalty to the instructor involved.
2. *Department Chair* - In the event that satisfactory resolution to the penalty situation is not achieved through expression of the student's concern/complaint to the instructor who is involved, the student may submit the concern/complaint in writing to the department chair.

3. *School of Education Grievance Committee* - If a student's request for an appeal hearing before the department and/or program faculty does not resolve the situation, the student may file a complaint regarding the penalty with the School of Education Grievance Committee.
4. *Dean of the School of Education* - Student complaints/concerns about penalties for alleged academic dishonesty, which are not resolved by the School of Education Grievance Committee, may be appealed to the dean of the School of Education.

Reporting Academic Dishonesty

Students who observe incidents of academic dishonesty should use the following order

1. Express their concern/complaint to the instructor.
2. Express their concern/complaint to the department chair/program director.
3. Express their concern/complaint to the associate dean of the School of Education.
4. Express the concern/complaint to the dean of the School of Education.

*The School of Education and its faculty recognize the importance of keeping reports of academic dishonesty confidential.

APPENDIX III

**Policy Statement on Student Evaluation
(Forthcoming)**