

**SPORT MANAGEMENT, RECREATION
MANAGEMENT & PHYSICAL EDUCATION**

By-Laws, Policies, and Procedures

Revised: October 2008

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INTRODUCTION

Introduction. The Sport Management, Recreation Management, Physical Education (SMRMPE) department has three academic programs and 17 full-time faculty members which include 7 faculty in Sport Management, 6 faculty in Recreation Management, and 4 faculty in Physical Education. The department also employs part-time faculty who also serve as volunteer coaches for the FSU Athletic Department. They teach courses in the Coaching Specialization program and elective courses (2 courses per semester) in the fall and spring semesters for the SMRMPE department. Four full-time staff members are employed by the department.

The number of student majors in the department is approximately 500 including 140 graduate students and 360 undergraduate students.

The following degrees and majors are offered by the Department of Sport Management, Recreation Management and Physical Education:

- Physical education (PhD)
 - Major in Sport Administration
- Physical education (MS)
 - Major in Sport Administration
 - Major in Physical Education
- Physical education (BS)
 - Major in Teacher Certification in Physical Education (K-12)
 - Major in Sport Management

- Recreation and leisure services administration (MS)
- Recreation and leisure services administration (BS)

Mission. The mission of the Department of Sport Management, Recreation Management and Physical Education is to provide high quality, professional education aimed at producing qualified professionals for the sport industry, recreation and leisure services industry, as well as public schools, colleges and universities. The primary goals of the department are to (a) provide excellence in instruction in preparing qualified professionals; (b) pursue research and other scholarly endeavors that advance the theory and practice in sport settings, in recreation, parks, and leisure service organizations, and in physical education programs; and (c) provide high quality leadership and service that advance professional organizations in the department's programs, College, as well as benefit the Florida State University.

SECTION A: FACULTY GOVERNANCE

The Department of Sport Management, Recreation Management, and Physical Education (SMRMPE) is one of 4 departments in the College of Education (COE). The department adheres to all policies, rules, and regulations of the COE, as well as those of Florida State University (FSU). The chief administrator in the department is the Department Chair. The individual serving as Department Chair is elected by the department faculty and approved by the Dean of the COE. The department operates under shared governance giving faculty a strong voice in decision-making. We believe that broad decision-making by faculty, staff, and students increases their investment in the department's successes.

In this section, the following faculty governance policies, procedures, and practices are presented: Academic Program Structure, Administrative Council, Faculty Council, Department Chair, Promotion and Tenure, Merit, Assignment of Responsibilities, and Annual Faculty Evaluation.

Academic Program Structure

The department is organized into three academic programs including Sport Management, Recreation and Leisure Services Administration, and Physical Education.

Membership of a Program. The membership of a program consists of full-time faculty, part-time faculty, and adjunct faculty. Programs may also form a Student Advisory Council and allow student representatives to participate as voting members of the faculty. The programs will make every effort to involve part-time faculty and adjuncts in faculty meetings and decisions impacting the program.

Responsibilities of a Program. The faculty believes strongly in maintaining the individual identity of each of the 3 academic programs in the department and giving the greatest amount of autonomy over program decisions affecting the curriculum, faculty, students, and alumni. The responsibilities of the programs includes, but is not limited to: developing program goals, objectives, and strategic and long-range plans; developing program policies and procedures; developing, managing, and evaluating curriculum; developing budget requests for personnel and expense related items; recruiting adjunct faculty and graduate teaching assistants in the program; establishing and implementing policies for recruiting, admitting, retaining, disciplining, and dismissing students in the program; maintaining student records; and developing and nurturing alumni relations, including engaging in activities related to establishing scholarship support.

Selection of Program Coordinator. Faculty within each program will elect a full-time faculty member to serve as Program Coordinator. A Coordinator serves a 1-year term and may be re-elected to additional terms. There are no term limits. Elections will take place in the spring semester and terms will run from the beginning of the summer semester to the end of the spring semester. The Coordinator of each program will be an automatic member to the department's Administrative Council. The Department Chair may not serve as a Program Coordinator.

Responsibilities of Program Coordinator. The responsibilities of a Program Coordinator involve working closely with faculty in the program to carry out duties such as: conducting program faculty meetings including preparing meeting agendas, recording meeting minutes, and distributing meeting minutes to faculty and the Department Chair; serving as a faculty liaison to the Administrative Council; soliciting feedback from program faculty on policy and procedures recommendations and other proposals by the Administrative Council or Faculty Council; preparing and submitting budget requests to the Department Chair; preparing the schedule of classes; resolving stu

dent-related problems with the program; recruiting, and supervising adjunct faculty and graduate teaching assistants in the program; providing leadership to faculty in an effort to carryout the responsibilities of the program (as described above).

Decision-making Authority of Programs. The department's organizational structure allows faculty within a program to have the greatest amount of control possible over decisions affecting their program. However, all policy recommendations made by a program must be reviewed and approved by the department's Administrative Council. The purpose of this procedure is to allow the Administrative Council to determine if a policy recommendation negatively affects the department and/or the other two programs, either financially or programmatically. If an action item only involves one program, approval rests with the Administrative Council. If the item affects more than one program, the Administrative Council then refers it to the Faculty Policy Committee with a recommendation. If the Administrative Council or Faculty Council generates a proposal or action item that impacts one or more programs, it is referred to the programs for review and approval.

Administrative Council

The Administrative Council of the department consists of 4 faculty members: the Department Chair, the Program Coordinator of Sport Management, the Program Coordinator of Recreation and Leisure Services Administration, and the Program Coordinator of Physical Education. The Department Chair will serve as chair of the Administrative Council. The Administrative Council will meet once a month or more frequently as needed.

Duties and Responsibilities of Administrative Council. The duties and responsibilities of the Administrative Council involve establishing, reviewing, and implementing policies and procedures impacting the department. The Administrative Council addresses broad issues and problems impacting the entire department such as: faculty issues (assignment of responsibilities, annual evaluation, promotion and tenure, merit); curriculum and class scheduling; Lifetime Activities Program; student recruitment, advisement, retention, and testing; adjunct faculty recruitment, training, supervision, and retention; repair and purchase of equipment; special projects; alumni relations; and capital outlay improvements to the building and classrooms. Issues may be referred to the Administrative Council by the Department Chair, a Program Coordinator, or a student, faculty, staff member, or alumni of the department.

Specifically, the Administrative Council has responsibility for reviewing and giving final approval for policy recommendations (curriculum proposals, budget) made by individual programs. The purpose of this procedure is to allow the Administrative Council to determine if a policy recommendation negatively affects the department and/or the other two programs, either financially or programmatically. If an action item only involves one program, approval rests with the Administrative Council. If the item affects more than one program, the Administrative Council then refers it to the Faculty Policy Committee with a recommendation. If the Administrative Council or Faculty Council generates a proposal or action item that impacts one or more programs, it is referred to the programs for review and approval. A single member of the Administrative Council can request to refer a policy recommendation to the Faculty Council.

Faculty Council

The Faculty Council is responsible for policy decisions that impact faculty (annual evaluation, merit, promotion and tenure, and assignment of responsibilities) or other policies that affect the entire department.

Membership. The Faculty Council is comprised of all faculty members with a 100% assignment, as well as tenured faculty with less than a 100% assignment but whose academic home resides in the department. The Department Chair serves as chair of the Faculty Council. The Department Chair will be responsible for scheduling faculty meetings, establishing the agenda, conducting the meetings, making the arrangements for meeting minutes, and distributing the minutes of the meetings.

Voting. To make decisions on action items, two thirds of the total qualified membership must be present at the meeting. A simple majority vote of those present will be required to pass any motion, unless otherwise specified in this policy manual.

Submitting Agenda items. The Department Chair will notify faculty in writing of Council meetings at least one week in advance and invite faculty to submit agenda items. Agenda items for Faculty Council may be submitted by the Administrative Council or any individual member of the Faculty Council.

Department Chair

All COE policies and By-Laws related to a Department Chair are part of the department's policy. Additionally, the department faculty has established policies related to the Chair position in the areas of: selection, term of office, annual assignment, duties and responsibilities, and evaluation.

Selection. The Faculty Council will elect the Department Chair and submits that person's name to the Dean of the COE for final approval. If the current Department Chair is a candidate, the following sequence will be used to identify a person (not a candidate for the Chair position) to Chair the Faculty Committee during the selection process:

1. Chair of Promotion and Tenure Committee
2. Coordinator of the program that has the fewest candidates for Department Chair

The Chair of the Faculty Council (or appropriate designee) will request candidates for the Department Chair position to submit their name and supporting documentation by a specified date as set by the Council. All materials will be placed in a common area for faculty to review. Faculty will be given 2 weeks to review candidate credentials. Following the 2 week period, the Faculty Council will meet to discuss the candidates. A vote will be taken by secret ballot. Faculty will have 3 days to submit their ballot to the locked departmental ballot box. The votes will be counted together by the Chair of the Faculty Council (or designee) and the Office Manager. The Chair of the Faculty Council (or designee) will be responsible for submitting the name to the Dean of the COE for approval.

Term of Office. The Department Chair will serve a term of three years, beginning the first day of the Fall semester. In the event that a person assumes the Chair position at a time other than the first day of the Fall semester, the term will run from the time the person assumes the position until the first day of the Fall semester after the person has served two full years of the term, or an alternate term that may be designated by the COE Dean. There are no term limits for serving the Chair position.

Duties and Responsibilities. The Assignment of Responsibility of the Department Chair will be determined by the Dean of the COE. Unless the COE policy otherwise stipulates, the administrative assignment for the Department Chair will be 50% for each term (Fall, Spring, and Summer). Additionally the Department Chair will have first priority for teaching during the summer. The essential duties and responsibilities of the Department Chair are described below.

The essential function of a department chair is to provide leadership for the department in consultation and cooperation with the COE Dean and perform duties assigned by the Dean. The chair is expected to promote and advocate for department academic programs; support curriculum development and assessment; promote faculty scholarly and service activity; lead the department in re-accreditation reviews; manage classrooms and other academic space used by the department; effectively manage department budgets, including grants and scholarship funds; supervise tenure, promotion, appointment, salary and other personnel decisions, lead recruitment and hiring of new faculty; participate in department long-range planning; provide leadership through effective participation in College and University policy and decision-making activities; facilitate alumni relations; represent the department to external constituencies and in community and professional outreach activities.

The other 50% of the chair's duties are as a faculty member. Those duties require teaching, providing academic advising to students, and engaging in scholarly activity and service. In the dual capacity as an administrator and faculty member, the chair is expected to be a role model for department faculty and staff, and develop and maintain a positive and productive work environment that promote excellence in teaching, scholarship, service, and advising.

Evaluation of Department Chair. The Merit Committee will be responsible for the annual evaluation of the Chair. The Chair of the Merit Committee will circulate an evaluation form to the committee members by March 15, and will request faculty to submit evaluation information to him/her by April 1, each year. The information will be summarized by the Chair of the Merit Committee. The data on the evaluation form will be summarized to provide a single average score for each item and each category. The entire committee may choose to discuss the Department Chair evaluation, and then have the Committee Chair share the feedback from the faculty and committee discussion with the Department Chair; or the committee may choose to simply let the Committee Chair summarize the evaluation data and provide that summary to the Department Chair. The Chair of the Merit Committee will submit the results of the evaluation directly to the Dean.

Recalling the Chair. The Merit Committee, with a majority vote, may ask the Faculty Policy Committee to begin a recall procedure and conduct a "Vote of Confidence." Such a meeting should be scheduled at such a time as to enable the largest number of faculty to attend. To facilitate open discussion, the Department Chair will not be present. After sufficient discussion, a "Vote of Confidence" will be taken by secret ballot. If two-thirds of the faculty present vote "no confidence" the Department Chair will be replaced within 30 days following the same procedures described above for initial appointment.

Promotion and Tenure

All promotion and tenure policies, procedures, and criteria used by the SMRMPE Department are in compliance with the policies of the University, Board of Trustees, BOT-UFF, and the College of Education.

Promotion and Tenure Guidelines for Faculty in Tenure-Earning Positions. The following departmental policies and procedures govern the Promotion and Tenure process for faculty hired in tenure-earning positions. Faculty are normally considered for tenure in the 6th year of service in a tenure-earning position. The time period discussed below is adjusted for tenure earning faculty who have prior service credit granted at the time of initial employment.

Orientation of First-Year Faculty to the Promotion and Tenure Process. In the first semester of employment, faculty in tenure-earning positions receive printed information governing promotion and tenure including policies, procedures, and guidelines of the University, Board of Trustees, BOT-UFF, the

College of Education, and the SMRMPE Department. The Department Chair meets with tenure-earning faculty to review the departmental promotion and tenure policies and procedures, including the Third Year Review. And, throughout the first year of employment, the Department Chair periodically meets with tenure-earning faculty to discuss their progress toward promotion and tenure, particularly in the areas of research and teaching.

Negotiating the Research and Teaching Assignment of Responsibilities (AOR). Prior to the start of each academic year, a tenure-earning faculty member is required to submit to the Department Chair his or her research goals and specific products or outcomes (i.e., submit articles to specific journals; collect data; present paper at national conference) for the upcoming academic year. The Department Chair then meets with each faculty member to negotiate the assignment of responsibilities (AOR) which has three primary components: 1) Research and Scholarship, 2) Instruction, and 3) Service. (See section on Assignment of Responsibilities).

Typically, tenure-earning faculty receives a 25%-40% research assignment during tenure-earning years. Once the annual assignment including the research goals and specific outcomes have been approved, the information is entered on the COE's Assignment of Responsibilities (AOR) website which is then signed by the faculty member and Department Chair, and then submitted to the COE Dean's office for approval. If for any reason the COE Dean disagrees with the assignment, the AOR form is returned for further negotiations between the Department Chair and the faculty member until the AOR is approved by both the Department Chair and COE Dean's office.

Maintaining an Updated Vita and Promotion and Tenure Binder. The Department Chair advises tenure-earning faculty in their first semester of employment to prepare an initial vita and maintain a binder (similar to the one required for the promotion and tenure process) with documentation of the faculty member's performance in the three assigned areas of responsibility during the tenure-earning years. Examples of the types of documents maintained in the binder include an updated vita, Assignment of Responsibility forms, summary results of SUSSAI/SPOT evaluations each semester, copies of journal articles submitted, accepted, or published including transmittal correspondence, copies of course outlines and course assignments, evidence of service to an academic program, the SMRMPE department, the COE, and the university. The Department Chair provides tenure-earning faculty with model vita and binders to follow.

Meeting with the Chair of the Department's Promotion and Tenure Committee. The Department Chair and the Promotion and Tenure Committee Chair work closely to provide tenure-earning faculty with ongoing evaluative feedback throughout the tenure-earning years. The Department Chair advises tenure-earning faculty to meet with the Chair of the department's Promotion and Tenure Committee in the first semester of employment to review their initial vita and discuss research goals and outcomes.

Scheduling Peer Evaluation. At least once each academic year tenure-earning faculty must have a formal peer evaluation of their teaching conducted by a tenured faculty member. The Department Chair provides tenure-earning faculty with names of possible peer evaluators. It is the responsibility of the faculty candidate to schedule a day and time with the peer evaluator to conduct the review. Faculty members shall be notified at least two weeks in advance of the date, time, and place of any direct classroom observation or visitation by the Department Chair made in connection with promotion and/or tenure.

Annual Faculty Evaluation as it Relates to Promotion and Tenure. In the Spring semester of each year, tenure-earning faculty are formally evaluated by the Department Chair (see Annual Evaluation) and the department's Promotion and Tenure Committee (see section below) to determine progress being made toward tenure and/or promotion.

Third-Year Review. At the end of the third year of employment, tenure-earning faculty are required to go through a formal evaluation process similar to a promotion and tenure review. For this review, a faculty candidate is evaluated by the department's Promotion and Tenure Committee, the Department Chair, and the Dean of the COE.

In the fall semester of the third year, a faculty candidate meets with the Chair of the Department's Promotion and Tenure Committee to discuss the preparation of a binder for promotion and tenure. The Chair of the Promotion and Tenure Committee provides the faculty candidate with model folders to follow. With the guidance of the Chair of the Promotion and Tenure Committee, the faculty candidate is expected to complete the Third Year Review folder in the spring semester by March 1st. This folder contains everything, in the same format, as the binder submitted for promotion and tenure, with the exception of external letters.

During the spring semester, the Department's Promotion and Tenure Committee independently reviews the folder in the same manner as if the faculty candidate were being reviewed for promotion and/or tenure. The Committee then meets to formulate evaluative feedback as to whether the faculty candidate is making sufficient progress toward tenure. If the Committee makes the decision that insufficient progress is being made toward tenure, the Committee then provides the faculty member with specific recommendations. The Chair of the Promotion and Tenure Committee is responsible for providing faculty with these recommendations both orally, and in writing. A copy of the Committee's written recommendation is also submitted to the Department Chair.

Identifying External Reviewers. In the fourth year of employment, the Department Chair advises tenure-earning faculty to begin identifying external reviewers (see section below) for the formal promotion and tenure process.

Preparing Promotion and Tenure Binders. In the summer of the fifth year of employment, tenure-earning faculty who are nominated for tenure and/or promotion are actively engaged in compiling documents and data for their promotion and tenure binders. The Department Chair meets with faculty as needed to provide policy or procedure information including deadlines governing the promotion and tenure process. The Department Chair also encourages faculty candidates to attend the university sponsored promotion and tenure workshops conducted by the Office of the Dean of Faculties.

Soliciting External Reviewers. The Department Chair has the responsibility of soliciting external reviewers to evaluate faculty candidates. These individuals are asked to provide an objective assessment of the candidate's standing in the field and an evaluation of the quality of the candidate's contributions to their field, as well as any comments concerning teaching and service if known to the outside reviewer. The Department Chair also requests that the outside reviewer to state whether or not he or she would support promotion and/or tenure for the candidate at FSU and whether or not the reviewer would support promotion and/or tenure for this individual if he or she were a candidate at the reviewer's institution.

The Department Chair is required to solicit a minimum of three evaluative letters from outstanding scholars who are tenured, have attained the rank of full professor, and are employed at a college or university (other than FSU) deemed a peer institution of Florida State University. The Department Chair may request the names of possible external reviewers from the candidate as well as from faculty in the candidate's academic program. Peer reviewers who do not meet these qualifications must be justified in writing as having an equivalent national or international standing by the Department Chair or the COE Dean. A copy of the external reviewer's evaluation is placed in the candidate's promotion and tenure binder.

Complying with University Requirements. The Department Chair is also responsible for ensuring that promotion and tenure binders are prepared in compliance with department, COE, and university requirements. The Department Chair assigns responsibilities to office staff to assist faculty in assembling promotion and tenure binders. Office staff are required to comply with established department, COE, and university requirements for preparing binders and discharge their responsibilities in a professional manner. A faculty candidate is asked to be respectful of the office staff and provide accurate information for the binder in a timely manner.

Critiquing Binders Prior to Formal Review. The Chair of the department's Promotion and Tenure Committee is responsible for giving a thorough critique of the binders before they are submitted for the first level of review by the department's Promotion and Tenure Committee.

Faculty Candidate's Responsibilities. A faculty candidate is responsible for compiling documents and data for their promotion and tenure binders. They are also in charge of seeing that the binder is complete before it is submitted for review to the department's Promotion and Tenure Committee and to the next higher level of review to the COE's Promotion and Tenure Committee. The candidate's signature on the cover sheet certifies that the binder is complete, meaning that the candidate has had an opportunity to assist in its preparation and that all materials in the binder are valid and accurate. Once the cover sheet is signed, no materials may be added.

The department's Promotion and Tenure Committee is responsible for nominating and voting on faculty candidates for promotion and tenure as described in the section below.

Department Chair's Review. After tenure and promotion decisions are made by the department's Promotion and Tenure Committee (see section below) and the department's tenured faculty (if required), the Department Chair provides the next level of review. The Department Chair is required to review the binders of faculty nominated for tenure and/or promotion and prepare an objective assessment of the candidate. The Chair is required to state in the letter whether or not he or she would support promotion and/or tenure for the candidate at FSU.

The Chair's letter is placed in the binder and a copy is given to the faculty candidate. The Department Chair informs faculty candidates in writing that they may attach a response to the Chair's evaluative letter to be included in the promotion and tenure binder before the binder is sent to the COE Promotion and Tenure Committee.

Certifying Promotion and Tenure Binders. Before binders are submitted to the COE Promotion and Tenure Committee, the Department Chair meets with faculty candidates to review the binder/s and sign the Summary Cover Sheet(s). The Department Chair's signature on the cover sheets certifies that he or she has discharged his or her duty to prepare the binder in compliance with University policies and procedures. The signature of the faculty candidate signifies that he or she has had an opportunity to review the binder and certify all materials in the binder as valid and accurate. It is the Department Chair's responsibility for submitting promotion and tenure binders to the COE Dean's office in a timely manner.

Promotion and Tenure Committee

The promotion and tenure committee provides one of the most important ways in which faculty participate in the governance of the Department and the University. At Florida State University, faculty do not apply for promotion or for tenure; they are nominated for promotion and for tenure by the department's Promotion and Tenure Committee. This nomination of faculty for tenure and for promotion strongly impacts the quality of teaching, research, and service at Florida State University.

The Promotion and Tenure Committee serves in a fact-finding capacity by independently reviewing and evaluating faculty credentials for promotion and tenure decisions. Those elected to serve the Promotion and Tenure Committee are among the most experienced and qualified faculty in the department.

Evaluating and Nominating Faculty Candidates for Promotion and Tenure. Annually during the Spring semester, the department's Promotion and Tenure Committee independently evaluates each faculty member on the progress he or she is making toward earning tenure or promotion, or both, if applicable. The Committee is required to evaluate the files of department faculty who have not yet earned tenure and/or attained the rank of professor. The evaluation is focused on the faculty member's performance in the three assigned areas of responsibility (research and scholarship, teaching, and service).

Once the committee members independently review faculty files, they meet as a Committee to formulate evaluative feedback and make nominations of faculty for promotion and/or tenure. If the Committee makes the decision that insufficient progress is being made toward tenure and/or promotion, the Committee then provides the faculty member with specific recommendations. A copy of the Committee's written recommendation is also submitted to the Department Chair.

Faculty who are nominated for promotion are then required to prepare binders and go through formal review by the department's Promotion and Tenure Committee, Department Chair, COE Promotion and Tenure Committee, Dean of the COE, university's Promotion and Tenure Committee, and the university's Provost. Faculty nominated for tenure are also formally reviewed and voted on by the tenured faculty of the department.

Voting of the Promotion and Tenure Committee. During the fall semester, the department's Promotion and Tenure Committee independently reviews the binders and formally votes for faculty candidates of promotion and/or tenure. At the Promotion and Tenure meeting, committee members may ask questions for clarification of the documents presented in a candidate's binder, but may not discuss information that is not contained in the binder. A committee member may not advocate for or against a candidacy; all members exercise their own independent evaluations of each record. The Committee votes by secret ballot for final decisions regarding tenure and promotion. The issues of promotion and tenure are voted for separately.

Each candidate for promotion and/or tenure is notified in writing by the committee Chair of the compiled advice of the department's Promotion and Tenure Committee. The reason that is cited most frequently for any negative secret ballot from committee members is recorded on the *Reasons for Negative Committee Review Ballots* form(s). Only the official reasons designated by the University Committee for a negative ballot may be used. The department's Promotion and Tenure Committee considers a tie ballot to be neither positive nor negative. When there is a tie, the binder is forwarded to the next level of review without advice, unless the candidate requests that the binder not be forwarded.

The Chair of the department's Promotion and Tenure Committee is responsible for scheduling and chairing meetings, administering the balloting, and documenting the results of the voting for the next level of evaluation. For faculty seeking promotion, the next level of review after a decision by the department's Promotion and Tenure Committee is with the Department Chair. A faculty member who is not recommended for promotion or for tenure may appeal that negative decision through the University appeals process.

Tenure Nominations by the Tenured Faculty. For tenure-earning faculty, the next level of review after a decision by the department's Promotion and Tenure Committee is with the tenured faculty of the department. The tenured faculty have an opportunity to independently review the binders of the

tenure candidates for a given period of time, usually one week. Then, the Chair of the Promotion and Tenure Committee calls a meeting of the tenured faculty to discuss the binders of faculty candidates and conduct balloting for (or against) a tenure nomination. The vote of the tenured faculty is done by secret ballot. Results of the tenured faculty balloting are indicated on the *Summary Cover Sheet for Tenure* and does not include reasons for negative ballots. (Note: the tenured faculty are not involved in evaluating and nominating faculty candidates for promotion). The vote of the Promotion and Tenure Committee, the vote of the tenured faculty (if appropriate), and the binders of the faculty candidates are then submitted to the Department Chair for the next level of review.

Voting Abstentions. A faculty member who accepts election to the department's promotion and tenure committee is committed to reviewing and evaluating all files considered by the committee. Abstentions (refusals to ballot) should occur only for reasons of recusal, such as being unable to provide an unbiased assessment of a candidate due to extensive collaborative research or having a personal relationship with the candidate. Failure to ballot due to absence from campus during the review process is recorded as "absent not voting," not as an "abstention." Abstentions and absences are listed separately on the *Summary Cover Sheet(s)*.

Eligibility and Composition of the Promotion and Tenure Committee. The promotion and tenure committee is comprised of three members, each representing one of three academic programs in the department (Sport Management, Recreation Management and Physical Education). Faculty who are hired in tenure-earning positions but have not yet earned tenure, may be elected to the Department promotion and tenure committee as long as the majority of the members on the committee are tenured. A candidate for promotion and/or tenure may not serve as a member of the Department promotion and tenure committee. The three representatives to the Promotion and Tenure committee are elected by a majority of the tenure-earning faculty in the department, both tenured and non-tenured, who cast a vote. Elections take place annually at the beginning of the fall semester.

A spouse or life partner (or former spouse or life partner) of a faculty candidate may serve on the department's Promotion and Tenure committee, but may only vote on candidates other than his or her spouse/partner (or former spouse/partner). Spouses or partners of candidates are considered ineligible to vote and therefore should not be included in the number "eligible" voters.

Eligibility and election of the Chair of Promotion and Tenure Committee. Once the members of the Promotion and Tenure Committee are elected, they meet and elect a chair. The Chair of the committee must be tenured.

Eligibility for Promotion and Tenure

Eligibility for Tenure. Faculty members serving in tenure-earning positions (Associate Professor and Professor) are eligible for nomination for tenure by the department's Promotion and Tenure Committee and by the department's tenured faculty. The Assistant Professor position is an untenured position and faculty at this rank must be promoted to Associate Professor before being tenured. Typically an assistant professor is considered simultaneously for promotion and tenure during the 6th year of service. Faculty not recommended for promotion and tenure by the 6th year are terminated by the University at the end of seven years. A faculty member may be considered for tenure during the 5th year of tenure-earning service provided he or she has submitted a written request and obtained the COE Dean's approval. Approval of the written request shall be placed in the candidate's promotion and tenure binder.

Eligibility for Promotion. Normal time-in-rank to be considered for promotion is during the fifth year of service in that rank. However, consideration for early promotion is possible any time prior to

the 5th year when sufficiently justified by demonstrated merit. Typically an assistant professor is considered simultaneously for promotion and tenure during the 6th year of service.

Candidate Withdrawal from Promotion/Tenure Process. A candidate may withdraw his or her binder within five working days of being informed of the results of the vote by the Promotion and Tenure Committee and/or the vote by the tenured faculty, regardless of the results of the vote. The candidate may withdraw his or her binder not only when it receives compiled negative advice, but also when it receives a tie or compiled positive advice (with split positive and negative ballots). If the candidate does not exercise this option to withdraw his or her binder from further consideration, the binder is submitted to the next level of review (COE's Promotion and Tenure committee). The candidate's request for withdrawal from the promotion/tenure process must be in writing and submitted to the Department Chair.

Criteria for Promotion and Tenure

All individuals considered for promotion or tenure are evaluated in accordance with the policies of the University, Board of Trustees, BOT-UFF, the College of Education and the SMRMPE department. In evaluating the competencies of a faculty member, primary assessment is in terms of his or her performance of the assigned duties and responsibilities as reported on the COE's Assignment of Responsibility (AOR) form.

Although the period of time in a given rank is normally five years, demonstrated merit, not years of service, is the guiding factor. Promotion is not automatic, nor is it regarded as guaranteed upon completion of a given term of service. Early promotion is possible where there is sufficient justification.

Criteria for Promotion to Professor. Promotion to the rank of professor is based on recognition of scholarly accomplishments of high quality and recognized standing in the discipline and profession, superior teaching and service as attested to by three letters from outstanding scholars outside the University. In addition to being recognized nationally (or internationally) as a scholar in his or her field, a successful candidate's record should also reflect working with graduate students to completion of their programs of study.

Criteria for Promotion to Associate Professor. Promotion to the rank of associate professor shall be based on recognition of demonstrated effectiveness in scholarly accomplishments, teaching, and service, and recognized standing in the discipline and profession, as attested to by three letters from outstanding scholars outside the University.

Criteria for Tenure. The criteria for awarding tenure are the same as those for promotion to the rank to which the candidate is being considered (or the rank held by the candidate if the candidate is not being considered for promotion). Tenure, however, is guaranteed neither by promotion nor by previous attainment of the rank of associate or full professor. Typically an assistant professor is considered simultaneously for promotion and tenure during the 6th year of service.

Merit Policies and Procedures

Faculty members in the Department of SMRMPE are evaluated for merit based on the academic year productivity in teaching, service, and research and scholarly activities. This productivity is evaluated based on the faculty member's Assignment of Responsibility (AOR) for that year. Each faculty member who submits a merit folder is evaluated and ranked for an award of merit as high, medium, or low.

Composition of the Merit Committee. The Merit Committee is comprised of 3 members, each representing one of three academic programs in the department (Sport Management, Recreation Management, and Physical Education). Only tenure-track faculty may serve the Merit Committee and a majority of the members must be tenured. The Chair is elected by the members of the Merit Committee.

Election and Term of Office. Faculty within an academic program elect a representative to serve the Merit Committee. Representatives are elected by a majority vote and serve three-year, staggered terms. There are no term limits on serving the Merit Committee.

Documents Required for Merit Consideration. Faculty members applying for merit use a standard department template (See Appendix). The merit evaluation materials required for the review include:

1. A self-reflection that describes the faculty member's accomplishments in teaching, research and service (as assigned on his or her AOR). The maximum length is 2 pages double-spaced.
2. A copy of 2 official AORs for the current and previous academic year including the research product page.
3. Annual evaluation template.
4. Copies of summary page for SPOT/SUSSAI for each course taught and any peer evaluation of teaching.
5. A current copy of one's vita
6. A copy of the course syllabus for each course taught (excluding DIS's, supervised teaching, supervised research).
7. A copy of all scholarly products submitted, accepted, or published during the evaluation period.

Dates for Submitting Merit Evaluation Materials. The due date for submitting merit folders is January 30th. The review period is January 1-December 31st. All folders are submitted to the administrative office (100 Tully) and made available to the Merit Committee.

Eligibility for Merit. All faculty members, including those teaching half-time, are eligible to submit merit evaluation folders. The merit procedure is an optional process and faculty may choose not to apply for merit.

Procedures for Reviewing Merit Folders. The Chair of the Merit Committee is responsible for communicating with Committee members and setting a time period for reviewing merit folders. The Chair is also responsible for preparing ballots for each Committee member to use to record merit scores of each faculty member evaluated. Each ballot contains a single faculty's name, the evaluation choices of "high-medium-low," and instructions to circle the appropriate choice. Numbers are placed in parenthesis behind high (3), medium (2), and low (1). After independently evaluating faculty candidates for merit, members of the Merit Committee place their ballots in a locked ballot box.

Within one day after the deadline for completing the evaluation, the Chair of the Merit Committee and the Department Chair open the ballot box and compile the merit evaluations. The Chair of the Merit Committee reads the evaluation scores and the Department Chair records the ratings. The numbers are then added (high

merit = +3; medium merit = +2; low merit = +1). To obtain an average rating, the total is divided by the number of ratings for that faculty member. The overall rating for each faculty member is based on the following criteria:

<u>Category</u>	<u>Average Ratings</u>
High Merit	2.25-3.00
Medium Merit	1.50-2.24
Low Merit	1.00-1.49

All ballots are then placed in a sealed envelope. The Chair of the Merit Committee signs the back of the envelope. Then Department Chair then stores the merit envelope in the faculty file drawer in the Department Chair's office.

Public Access to the Scores and Ratings. The Merit Committee results (ranking and scoring) are made public to faculty candidates upon written request to the Department Chair.

Merit Ratings and Promotion and Tenure. The Merit Committee's decision to award high merit to a faculty member is not an indicator of his or her progress toward promotion and/or tenure. The promotion and tenure process is a separate procedure.

Assignment of Responsibilities

The Department adheres to all policies of the College of Education and the University related to faculty Assignment of Responsibilities. The Department allocates teaching assignments and work loads in accordance with the procedures set forth by the COE. For a more detailed description of faculty assignment of responsibilities, of faculty teaching load, refer to the Faculty Handbook.

Each faculty member will be provided copies of the COE and University policies, procedures, guidelines and forms for completing their annual Assignment of Responsibilities (AOR) form. In the Spring semester, tenure-earning faculty will complete a rough draft of the online AOR for the next academic year and submit it to the Department Chair. The Chair then meets with each of the tenure-earning faculty and negotiates any changes or modifications that must be made to meet COE guidelines and departmental needs. Once the annual assignment including the research goals and specific outcomes have been approved, the information is entered on the COE's online Assignment of Responsibilities (AOR) form which is then signed by the faculty member and Department Chair, and then submitted to the COE Dean's office for approval. If for any reason the COE Dean disagrees with the assignment, the AOR form is returned for further negotiations between the Department Chair and the faculty member until the AOR is approved by both the Department Chair and COE Dean's office.

The three areas of assigned responsibilities on the AOR are: Instruction and Advisement, Service, and Scholarly Activities. Instructional assignments will follow COE guidelines for both the percent of the assignment and the percent for each instructional component. The percent of the assignment allocated for scholarly activities will be negotiated with each faculty member. However, Assistant Professors in tenure-earning positions will be assigned a research load of 25-40%. Typically, Assistant Professors are not given assignments in the area of service. Also, every effort is made by the Department Chair to assign the same set of courses each semester for tenure-earning years.

Instructional Assignment. The department follows the COE requirements for assigning instructional loads for Fixed Credit Courses, Individual Instruction for Credit and Other Instruction not for Credit. The current COE policy assigns 8% per credit hour (25% for a 3 credit hour class) for fixed credit courses, regardless of level or other considerations.

Individualized instruction includes supervised research, DIS, dissertation, student teaching, etc. A faculty member receives a 4% assignment for each student teacher they supervise; a 5% assignment for each student registered for dissertation hours for whom they are major professor (regardless of the number of hours); and a percentage determined by formula for all other individualized instruction. A faculty member does not receive a percentage on the AOR for serving on a doctoral or master's student's committee, except as described above.

An assignment in the third area, Other Instruction not for Credit, must be requested by the faculty member by written proposal that clearly identifies goals, activities, and measurable outcomes.

Assistant-in and other non-tenure faculty. Faculty hired in Assistant in or other non-tenure positions will have an instructional and service assignment equal to the percent of the position. The assignment of responsibilities varies depending on the department's needs and the expertise of the faculty member.

Half-time faculty. Individuals who hold half-time positions receive a specific nine-month salary for which they are assigned a 50% instructional load (6 semester credit hours). Typically the department has 4-5 half-time positions filled by members of the Athletic Department.

Adjunct faculty are hired as needed to fulfill department instructional needs and are assigned responsibilities on a course-by-course basis.

Graduate students. Doctoral students are hired as needed to fulfill department instructional needs and are assigned responsibilities on a course-by-course basis. Graduate students are not allowed to have primary teaching appointment at the graduate level of instruction. Under no circumstances may a graduate student be appointed as a member of another graduate student's supervisory and examining committee.

Advisement. All faculty members must have at least a 5% assignment in the area of student advisement.

Research Assignment. A faculty member's research assignment is negotiated with the Department Chair and approved by the COE Dean. The faculty member must identify the research outcomes (i.e., manuscripts submitted; papers presented) for the percent of AOR that is being required.

Service. Faculty have opportunities to provide service to their academic program, the department, COE, university, and to appropriate professional organizations, local, state, and national governmental boards, agencies and commissions. On the online AOR form, service assignments are entered under Governance and cannot exceed 5% of the total AOR. The Department Chair uses the existing COE guidelines of 1% as a member and 2% as Chair for determining assignments on the annual AOR. If a faculty member believes that a service activity justifies a larger assignment, the faculty member may request an additional percentage in the area of "other instruction not for credit" as described.

Examples of service opportunities at each level are provided below. Most of the University committee seats are appointed by the administration, while a few are faculty elected. For a listing of the University committees and selection procedures, please refer to Faculty Senate Committees in the Faculty Handbook. The positions in the COE and department are elected by the Faculty Council with recommendations coming from the Administrative Council. At the program level, the position of Coordinator is elected by program faculty while all other appointments are agreed to by consent of the program faculty. Faculty who are interested in serving should see the Department Chair for more information.

University: Faculty Senate, Professional Relations and Welfare Committee, Sabbatical Committee, and Grievance Committee.)

College: Promotion and Tenure, Academic Quality, Student Opportunities, Curriculum, CORE, and TEAC. (See COE Faculty Governance for further information)

Department Service: Department Chair, Administrative Council, Promotion and Tenure Committee, and Merit Committee.

Program Service: Program Coordinator, Coordinator of Undergraduate Admissions, and Coordinator of Graduate Admissions.

Annual Faculty Evaluation

The department adheres to all College and University policies related to the evaluation of full-time, non-tenure earning faculty, part-time and adjunct faculty.

Purpose, Scope, and Sources of Evaluation.

All Faculty members, tenured and non-tenured, must be evaluated annually during the Spring Semester on the basis of his or her performance in fulfilling responsibilities to the University. The basic purpose of the evaluation is Faculty improvement in the functions of teaching, research, and service. The Department Chair is responsible for supervising and evaluating faculty and assisting the person being evaluated in correcting any performance deficiencies reflected in the evaluation. This evaluation shall precede and be considered in recommendations and final decisions on tenure, promotions, salary increments, and retention or termination.

When first employed, each Faculty member shall be apprised, through his or her assignment of responsibilities, of what is expected of him or her, generally, in terms of teaching, research and service, and specifically if there are specific requirements and/or duties involved. If and when these expectations change during the period of service of the Faculty member, that Faculty member shall be apprised of the change in written form.

The performance of each Faculty member shall be evaluated in accordance with university policy, COE, and departmental criteria and procedures on annual evaluation of faculty.

The evaluation of each Faculty member with respect to teaching, research and service shall be the responsibility of the Department Chair in accordance with university policy. The following minimum procedures shall be employed by the Department Chair in arriving at the Faculty evaluation:

Evidence of Performance--Implementing SUS policy, the Department Chair shall request each member of the faculty to submit to him or her annually (and at least two weeks prior to the evaluation meeting between the Chair and the faculty member), evidence of performance in teaching, research, and service (and other University duties where appropriate), together with a candidate statement or supportive data which the Faculty member deems appropriate in evaluating his or her performance.

Each faculty member shall submit annually to the Department Chair the results of the administration of SPOT/SUSSAI student evaluation instrument for each semester. All faculty in tenure-earning positions shall submit a faculty peer review evaluation annually. In conjunction with this submission, the Faculty member may also present such other evidence of teaching effectiveness as deemed to be appropriate in

the circumstances. Such evidence may include alternative evaluations by students, faculty (peer review) or administrators.

Faculty and staff members on leave or sabbatical, and compensated or uncompensated if for professional purposes, are to be evaluated. The member on leave is to be requested to submit a report on the progress made in accomplishing the purposes of the leave; a copy of the evaluation made is to be sent to the employee for signature and comment. Departmental evaluation guidelines shall insure that members on approved leave are not penalized in the evaluation process.

Reporting Procedures

A written annual evaluation is completed during each Spring semester based on the Spring semester and Fall semester assignments of responsibilities for the preceding calendar year and the Evidence of Performance Report (EOP) submitted by the faculty member for the preceding calendar year.

Faculty members shall be notified at least two weeks in advance of the date, time, and place of any direct classroom observation or visitation made in connection with the annual evaluation.

The evaluator will be the Department Chair. The Department Chair shall be familiar with university policy for a definition of procedures and data to be used in the annual evaluation of the faculty.

Each employee eligible for tenure shall be apprised in writing once each year of the employee's progress toward tenure in order to provide assistance and counseling to the employee.

The Department Chair shall be evaluated by the COE Dean.

A special report may be required in cases where the Dean of the COE disagrees with the Department Chair as outlined below. In the event of the termination of a faculty member, whether it be voluntary or involuntary, at a date other than May, a special report will be prepared. A special report may also be required when directed by the President, Provost and Academic Vice President, or the Dean of the Faculties.

The annual performance evaluation shall be based upon the Assignment of Responsibilities and shall take into account the nature of the assignments in terms, where applicable, of:

(1) teaching effectiveness, including effectiveness in presenting knowledge, information, and ideas by means or methods such as lecture, discussion, assignment, demonstration, laboratory exercise, practical experience, and direct consultation with students. The evaluation shall include consideration of effectiveness in imparting knowledge and skills, and effectiveness in stimulating students' critical thinking and/or creative abilities, and adherence to accepted standards of professional behavior in meeting responsibilities to students. The teaching evaluation shall also include consideration or contribution to:

- a. Development or revision of curriculum, course structure, accreditation compliance, or other elements of the professional obligation
- b. Other assigned university duties, such as advising, counseling, and supervision of interns, or as described in a Position Description, if any, of the position held by the employee.

University policy provides, "In evaluating teaching, the evaluation of its effectiveness shall be related to approved written objectives of each course which shall be given to each class at the beginning of each academic term."

(2) contribution to the discovery of new knowledge, development of new educational techniques, and other forms of creative activity. Evidence of research and other creative activity shall include, but not be limited to: published books; articles and papers in professional journals; papers presented at meetings of professional societies; and research and creative activity that has not yet

resulted in publication. The evaluation shall include consideration of the employee's productivity, including the quality and quantity of what has been done during the year, and of the employee's research and other creative programs and contributions; and recognition by the academic or professional community of what is done.

(3) service that is related to and furthers the mission of the University, including service on departmental, college, and university committees, councils, and senates; service in appropriate professional organizations; participation in professional meetings, symposia, conferences, workshops, service on local, state, and national governmental boards, agencies and commissions; and service to public schools. Evaluation of service shall include consideration of contribution to:

- (a) the orderly and effective functioning of the faculty's academic program, department, COE, and/or the total university;
- (b) the university community;
- (c) the local, state, regional and national communities, and scholarly and professional associations;
- (d) Such other responsibilities as may be appropriate to the assignment.

After the Department Chair completes the Faculty Evidence of Performance Report, it will be discussed with the faculty member. The faculty member may attach to the Report any statement he or she desires. In addition, in the case of an unsatisfactory evaluation, the Department Chair shall fully document the unsatisfactory performance prior to discussion with the faculty member. The Department Chair will propose in written form to the faculty member specific recommendations to assist the faculty member in achieving at least a satisfactory rating. The recommendation should be implemented within an academic year. Examples of recommendations could include: mentorship, programs offered through FSU's Academic & Professional Program Services, study on the campus of FSU (course titles and particular professors should be specified); provision to work with or to observe the work of an outstanding professor; participation in departmental staff development programs, etc.

After discussion is completed and attachments made (if any), the faculty member will indicate that the evaluation has been reviewed by signing the Evidence of Performance Report and indicating the number of pages attached to it.

- (i) Upon the completion of the discussion with the faculty member, the Evidence of Performance Report will be forwarded to the COE Dean. If the Dean agrees with it, he or she shall so indicate by affixing his or her signature. In the event he or she disagrees, the Dean may discuss the area of disagreement with the Department Chair. All COE and university policies will be followed if the COE Dean makes the decision to submit his/her own Evidence of Performance Report.

Disposition of Evidence of Performance Report.

When the overall performance of a faculty member is satisfactory and the Report has been reviewed by the COE Dean, the Faculty Evidence of Performance Report will be filed in the faculty member's departmental personnel file together with any attachments. The contents of the faculty evaluation file shall be confidential and shall not be disclosed except to the faculty member evaluated and those whose duties require access.

When the overall performance is less than satisfactory, the Faculty Evidence of Performance Report shall be forwarded to the President of the University through the Dean of the Faculties with appropriate recommendation as to action to be taken as outlined in university policy.

Provision for Appeal.

In the event that a faculty member is dissatisfied with the Faculty Evidence of Performance Report, this procedure allows the faculty member to register his or her disagreement in writing to the appropriate administrative level. All COE and university policies will be adhered to for appeals.

End – 10-21-08