



NORTHERN ILLINOIS UNIVERSITY

Department of Educational Technology,
Research and Assessment

Educational Technology, Research and Assessment

Faculty Handbook

Department of Educational Technology, Research and Assessment
College of Education
Northern Illinois University

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I. Preface

This document contains policies and procedures pertaining to the organization and operation of faculty in the Department of Educational Technology, Research and Assessment, College of Education, Northern Illinois University. This handbook was revised:

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II. Vision Statement

The Educational Technology, Research and Assessment Department, a dynamic and collaborative community of scholars, is dedicated to responsible research and reflective practice to promote innovative learning environments and improved learning outcomes for all learners.

III. Mission Statement

The primary mission of the department is to advance the development and use of technology, research methodology, and assessment in a variety of settings to enhance instruction, workplace performance, policy decisions, community engagement, and scholarship.

To achieve this mission, the department:

1. Supports students to become professionals in the disciplines of:
 - Instructional Technology
 - Quantitative and Qualitative Research Methodology
 - Assessment Theory and Practice
 - School Library Media
2. Provides students with core knowledge in technology, research methodology and assessment.
3. Conducts scholarship to further theory and practice, advises professionals in public and private sectors, and seeks to influence policy decisions within the disciplines.
4. Provides pathways to degree completion for adult and non-traditional learners.

The department serves a diverse population of students from a variety of backgrounds, experiences, and locations. To accomplish this and to meet student needs, the department provides a mix of instructional modalities, flexible course scheduling, and alternative and accelerated pathways to degree completion. Graduates from ETRA programs serve in a variety of leadership roles in research, in elementary and secondary schools, post-secondary institutions, and other agencies and settings.

The department offers the degrees of Bachelor of Science in Applied Management - Instructional Technology, Training and Evaluation (BSAM-ITTE); Master of Science in Education (M.S.Ed.)

and Doctor of Philosophy (Ph.D.) in Instructional Technology; Master of Science (M.S.) in Educational Research, Evaluation & Assessment; Certificate of Undergraduate Study in eLearning Design, Certificates of Graduate Study (CGS) in Advanced Quantitative Methodology in Education, Advanced Qualitative Methodology in Education, Distance Education, User Experience (UX) and Learning Analytics, and Workplace Learning and Performance; and preparation for State of Illinois Teacher Endorsements in School Library Information Specialist, 5-12 Computer Science, and Technology Specialist. In addition to its program offerings, the department offers undergraduate and graduate service courses that provide students from other departments and colleges with specialized training in instructional technology, research methods, evaluation, and assessment.

The ETRA Department is committed to recognize and cultivate diversity among students, staff, faculty, and visitors. As such, it seeks to create an inclusive environment in which all persons are treated with respect and dignity regardless of their background, personal characteristics, beliefs, or viewpoints. Additionally, as an academic unit committed to honest, open, and critical inquiry, the department welcomes expression from a diverse range of voices and recognizes that vigorous yet civil discourse is essential to the advancement of knowledge.

IV. Administrative Organization

Department Chair

A Department Chair in the College of Education is the chief academic and administrative officer for the academic department and is accountable directly to the Dean of the COE for all aspects of the operation and development of that department. The Department Chair provides leadership and direction in the planning, development, and delivery of academic programs and in the maintenance of excellence in teaching, scholarship, and service activities of the department. The Department Chair is expected to articulate the department's actions in pursuit of these aims, maintain a climate that is hospitable to faculty, staff, and student success, and to operationalize the vision and strategic plans of the College of Education as defined by the Dean and administrative officers of Northern Illinois University. Department chairs hold faculty rank and tenure in the academic department they serve and are supported and encouraged to continue in their scholarly pursuits.

Scope of Responsibilities

The Department Chair provides leadership and is responsible for the proper functioning of all programs, personnel, and fiduciary aspects of the department. The department chair is responsible, in consultation with appropriate departmental faculty committees, for developing and administering operating policies and practices for the department that are effective and consistent with college and university provisions; for making budget, curricular, and personnel recommendations (in accordance with applicable university bylaws), for managing all the resources assigned to the department; for defining the department's scope, mission, and objectives within institutional guidelines, and within the resources available; and for assuring and, whenever possible, improving the department's capacity to carry out its mission and accomplish its objectives with distinction. This assignment is 100% administrative.

The Department Chair in the College of Education is at least responsible for the following activities, as well as others as determined by variations in the individual departments.

Department Leadership

The Department Chair provides overall leadership for the department in the following ways.

- Collaborate with faculty to create a shared vision and strategic plan for the department
- Provide leadership to implement the department strategic plan
- Advocate for the department's interests effectively
- Cultivate a collegial environment for faculty, staff, and student success
- Establish an effective governance structure including creation and use of policies, procedures, and committees
- Provide leadership in encouraging and developing innovative and market responsive academic programming (curriculum and delivery models)
- Encourage and facilitate effective teaching
- Encourage and facilitate scholarly productivity among faculty
- Encourage and facilitate faculty service within and beyond the university
- Interact effectively with students
- Develop and maintain relations with alumni and donors
- Develop and maintain relations with community, state, professional associations, and other agencies

Department Administration

The Department Chair administers department functions to ensure effective operations in compliance with university, state, accrediting agencies, and other regulating bodies policies and procedures. These may be carried out by the Department Chair or delegated.

Academic Program Administration

- Manage course scheduling and projections
- Facilitate continuous program improvement (assessment, accreditation, program review)
Implement Strategic Enrollment Management Plans
 - Recruitment
 - Marketing
 - Retention
- Maintain student record files
- Respond to student concerns

Personnel Administration

- Recruit and retain faculty and staff
- Assign and manage faculty workloads
- Model expected faculty behaviors in teaching, scholarship, service, and collegiality
- Facilitate mentorship and professional development of faculty and staff
- Oversee personnel processes: make recommendations regarding hiring, tenure, promotion, merit, sabbaticals
- Maintain personnel files
- Supervise and direct part-time faculty, graduate students, staff, and student workers

Fiscal Administration

- Allocate resources to meet departmental goals and responsibilities
- Seek new resources as needed from internal and external sources
- Serve as department budget authority; monitor and approve expenditures from all sources allocated to the department
- Oversee and maintain all financial reporting and documentation systems

Facilities/Property Administration

- Maintain custody and oversee authorized use of university property.
- Coordinate and oversee the assignment of departmental space and facilities to authorized activities in accordance with university policy and campus regulations

Appointment/Search Process

Department Chair positions are filled by both internal and external searches.

Search Committees are comprised of faculty representatives, the COE Dean or a designee, and may include department staff and students.

The Search Committee will recommend qualified candidates to the Dean.

The Dean is responsible for making the final recommendation to the Provost.

Length of Service

Department Chair appointments are typically five-year initial appointments with the possibility of subsequent reappointments.

Required Qualifications

- Hold or be eligible for tenure in the academic department with the rank of associate professor or professor
- Excellent interpersonal and communication skills
- Demonstrated commitment to valuing diversity and differences in people
- Excellent problem-solving skills
- This position is subject to a criminal and credit background check

Desired Qualifications

- Experience with budget planning and management
- Experience managing people
- Ability to manage multiple tasks and perform under pressure
- Ability to motivate others Transparent decision-making style
- Have demonstrated entrepreneurship

Performance Review

Department Chairs will receive annual performance reviews and a penultimate review at the end of the last year of the appointment. Reviews will be conducted in the spring of each year.

Annual Review of Performance

Each year of the appointment contract, a Department Chair's performance is evaluated based on the following sources:

- A Department Chair Service Report (DCSR) prepared by the Department Chair and shared with the Dean and Department Personnel Committee. The roles and responsibilities described in the position description and any goals set the previous year are used to frame the DCSR.
- A statement of chair and department goals for the next year.
- Solicited feedback (anonymous) from department faculty, instructors, and staff collected in the spring of the appointment year. The instrument will be based on the roles and responsibilities described in this document, the statement of goals prepared by the chair for the review year, and any additional items unique to individual departments.
- Department Annual Report
- Feedback from the Dean

Penultimate Review

The penultimate review is a cumulative review of performance that occurs in the final year of the appointment contract and serves as the basis for continuing appointment recommendations. Sources used as the basis for the Penultimate Review include:

- Department Chair Service Reports from the current year and previous years
- Solicited feedback (anonymous) from department faculty, instructors, and staff collected during the spring of the penultimate review year
- Department Annual Reports
- Feedback from the Dean

For Additional Information

NIU: Bylaws, [Article 10: Administrative and Faculty Appointments](#)

NIU: [Responsibilities of Chair \(or Director\) of Department \(or School\)](#)

CEDU: Criteria and Procedures Related to Personnel Decisions

Program Area Coordinators

(One for each Program Area – Instructional Technology and Research and Assessment)

The Program Area Coordinator is responsible for matters specific to the program area, primarily in the areas of facilitating program area initiatives and scheduling and staffing.

The Program Area Coordinator is a regular member of the ETRA faculty (tenured or tenure-track), appointed annually by, and directly accountable to, the Department Chair. The position is a 25% assignment during the regular nine-month academic contract period, with the opportunity (dependent upon need and funding) for an additional part-time appointment during the three summer months. The person filling the position of Program Area Coordinator is also expected to carry out 75% duties as a regular member of the faculty (typically teaching two courses each semester, engaging in research and scholarship, and providing service to the department, college, and university).

Specific Duties and Responsibilities of the Position

1. Coordinate program area meetings (semimonthly).
2. Supervise on- and off-campus course scheduling, working with ETRA office staff and external programs.
3. Serve as liaison with other departments in matters concerning scheduling and curriculum; coordinate the offering of courses required by programs.
4. Track faculty load issues as it affects scheduling, including such factors as dissertation advisement, internship, and portfolio coordination as part of load.
5. Facilitate curriculum proposal processing with department committees.
6. Participate in the preparation of reports and other documents for program assessment purposes.
7. Support faculty development activities, including mentoring of new instructors.
8. Serve as point of contact for instructors and adjunct faculty.
9. Assist in student recruitment activities.
10. Meet semi-monthly with the Chair and other Program Coordinator (and Committee Chairs, Department Student Advisor, and/or other faculty as needed) to facilitate communication and to assist in department planning.
11. Explore new program initiatives (with chair and faculty) – cohort, community building initiatives, etc.
12. Cooperate with the Department Chair and Advisor on maintaining student communication and marketing initiatives – handbooks, website, newsletter, brochures, etc.
13. Attend meetings in the Chair's absence as needed.

Qualifications for the Position

1. Tenured, or tenure-track, appointment in the department.
2. Experience and/or interest with leading program initiatives and collaborating with other units.
3. Strong organizational skills and demonstrated ability to see projects to completion.

V. Standing Committees

The Department of Educational Technology, Research and Assessment (ETRA) operates with four (4) standing committees:

Name	Abbreviation
Department Personnel Committee	DPC
Department Curriculum Committee	DCC
Department Academic Research, Retention, and Professionalism Committee	DARRP
Department Student Advisory Committee	DSAC

In the event that there are insufficient faculty to populate both DCC and DARRP, the committees may be combined.

General Committee Responsibilities

The following lists the general responsibilities of each of the department's Standing Committees. More detailed information is available in the specific section on each committee that follows later in this document.

The Department Personnel Committee (DPC) is responsible for: conducting annual performance reviews of all faculty; recommending individual faculty ratings for the purpose of salary increments; conducting in-depth reviews of faculty in their third year; evaluating faculty for promotion in rank and the granting of tenure; and recommending individual faculty for graduate faculty status.

The Department Curriculum Committee (DCC) is responsible for: reviewing, recommending changes to, approving, or denying proposals for new courses, concentrations, certifications, and degrees; and reviewing printed and online promotional material that references department courses, concentrations, and certifications or degrees.

The Department Academic Research, Retention, and Professionalism Committee (DARRPC) is responsible for: communication, review, dissemination, and recommendations regarding academic research, admission, retention, and professional standards policies and procedures; and the organization, promotion, and selection of research and scholarly activities by students, faculty, and staff.

The Department Student Advisory Committee (DSAC) is responsible for: providing student input and advice, as needed, to the other four Standing Committees on issues related to students; advising the Department Chair on matters of department policy and procedure; helping to promote students involvement and interaction (through colloquia, newsletters, and social activities); supplying student members for the department's Grade Appeal Board; and electing a representative to the College of Education Student Advisory Committee.

Determining Committee Membership

Departmental committee service is considered an expectation of all ETRA faculty members. Accordingly, all regular tenured and tenure-track faculty in the ETRA department will serve on one Standing Committee. To help ensure equity of committee service load, faculty will (generally) rotate their membership on different committees, serving (generally) a two-year term on one committee before moving to another term on a different committee. In this way, each faculty member will, over time, share equally in all aspects of the work and responsibilities of departmental shared governance. NOTE: The annual term of committee service begins on August 16th of each year and ends on August 15th of the following year (on August 15th of the second year following for terms of service lasting two years).

Faculty may decide, based on personal interests and desires, to serve on one or more additional committee(s) beyond the Standing Committee they are assigned through the rotation system. There is no limit to the number of additional committees a faculty may serve on; however, faculty deciding to serve on additional committees are expected to attend and participate in **all** of the activities of that committee to the same degree as any other committee member. Faculty may **not** substitute service on an additional committee for service on the Standing Committee they were assigned to through the rotation system. Due to its unique role and responsibilities, faculty are **not** allowed to perform **additional** committee service on the Department Personnel Committee.

Certain exceptions must, however, be built into this ideal. Faculty on leave or sabbatical are excused from department committee service throughout the duration of their leave or sabbatical. The Department Chair may, in unusual circumstances, excuse a faculty member from department committee service for one (or more) semesters due to illness or other specific reasons as determined by the Department Chair. Membership on the Department Personnel Committee is restricted to those faculty budgeted at more than 50% of their base salary in the department. The ETRA faculty member elected to serve as the department representative to the College Council is required to serve (ex officio) on the DPC. Faculty submitting applications for sabbatical, promotion, or tenure who serve on DPC cannot participate in discussion/recommendations regarding these matters with the DPC in the year in which those applications are to be considered. These exceptions must be considered when the specific composition of each committee and the eligibility of faculty for service on each committee is determined for each year.

Accordingly, the following process will be followed each Spring semester to determine the constitution of the department Standing Committees (beginning the next Fall semester):

1. By March 1st of each year, the Department Chair will prepare a list of all tenured and tenure-track faculty in the department. This list will include:
 - each individual's name;
 - their current academic rank, tenure status, and percentage of appointment in the department;
 - the Standing Committee on which the person is currently serving;
 - the year (first or second) of their service on that Standing Committee;
 - whether that person has been approved for leave or sabbatical in the coming academic year (and, if they have, for which semester(s)), or has other special reassignment from the Chair excusing them from departmental committee service for a particular period of time.

2. The Department Chair will then meet with and convey this information to the DARRP, which is responsible for overseeing the committee selection process. The DARRP will oversee a combination election and selection process, to be conducted in the following order unless a deviation from this order is required to ensure adequate representation on DPC:
 - a. Department Representative to the College Council
 - b. Department Alternate Representative to the College Council
 - c. DPC
 - d. DCC
 - e. DARRP
 - f. Additional College and University elected positions, including:
 - College Curriculum Committee
 - College Research Committee
 - University Faculty Senate
 - University Committee on Advanced and non-Teaching Educator Licensure Programs
 - University Committee on Initial Educator Licensure
 - g. DSAC

3. At least two weeks prior to the first faculty meeting to be held in the month of April (known as the “Elections/Selections Meeting”), the DARRP Committee will solicit, via e-mail, nominations of individuals wishing to be considered for any elected non-departmental committee (e.g., College Curriculum, College Research, University Faculty Senate, University Committee on Advanced and non-Teaching Educator Licensure Programs, University Committee on Initial Educator Licensure, Research and Innovation Advisory Council, Graduate Council, Computing Facilities Advisory Committee). Eligible faculty may self-nominate or may nominate others. Nominations will also be accepted from the floor at the Elections/Selections Meeting. Faculty nominated for committees can be elected only if they accept the nomination.

All tenured and tenure-track faculty may vote (in person, if present, or via proxy, provided that written and signed evidence of a proxy designation is received by the DARRP Committee Chair no later than the start of that meeting). A secret, written ballot will be taken, and the DARRP Committee will be responsible for tabulating the vote. The individual receiving the greatest number of votes will be elected as the Department Representative to the College Council, and the person receiving the second greatest number of votes will be elected as the Department Alternate Representative to the College Council. If there is a tie, then a second ballot will be held with only those individuals in the tie as nominees.

4. Selection of members for the DPC will proceed after the Department Representative, and Alternate Representative to the College Council, have been elected (these individuals serve on the DPC ex officio, and are therefore ineligible to be selected as a voting member). The DPC will consist of five regular members, two from the Instructional Technology (IT) program area and two from the Research and Assessment (RA) program area, and the fifth from either program area., along with the Department Representative to the College Council and the Department Chair (both serving ex officio). Current members of the DPC at the end of their first year of service will continue on the DPC for a second year (unless excepted due to a circumstance previously cited). Depending on the composition of the department, and the number of faculty on leave or sabbatical in any given year, the selection process cannot

guarantee that any individual's service on the DPC will be for a maximum of two consecutive years. The selection process is designed, as much as possible, to ensure that faculty do rotate off the DPC after a period of service and that selection of new members is spread throughout the department.

The DARRP will determine how many faculty must be selected for the DPC for the coming year. In any given year this will typically result in the need for three faculty to be selected (either three regular members, or two regular members and one alternate); however, this may change due to unexpected leaves, sabbaticals, retirements or resignations.

The roster of tenured and tenure-track faculty in the department will be consulted to determine which individuals are potentially eligible for this service. Neither the elected Department Representative to the College Council, nor the Department Alternate Representative to the College Council, nor the Department Chair are eligible to be selected for the DPC (as they service ex officio on this committee). Faculty ending their second year of service on a Standing Committee other than the DPC are considered first. A random drawing of names, conducted by the DARRP, will determine which of the eligible faculty from this first pool have been selected to serve on the DPC.

In the event additional members are needed on the DPC then faculty ending their first year of service on a Standing Committee other than the DPC will be considered next. A random drawing of names, conducted by the DARRP, will determine which of the eligible faculty from this second pool have been selected to serve on the DPC.

In the event additional members are still needed on the DPC then faculty ending their second year of service on the DPC will be considered. A random drawing of names, conducted by the DARRP, will determine which eligible faculty from this third pool have been selected to serve on the DPC.

5. Selection of the members of the DCC will take place after the Department Representative, and Alternate Representative, to the College Council have been elected and the new members of the DPC have been selected. The DCC will consist of four regular members, two from the Instructional Technology (IT) program area, and two from the Research and Assessment (RA) program area, and the Department Chair (serving ex officio). The Department Chair, Department Representative to the College Council, and all members (continuing and new) selected for the DPC are ineligible to be selected for service on the DCC.

The selection of members for the DCC will be done by the DARRP, following the same procedure used for the selection of members to the DPC. The DARRP will determine how many faculty must be selected for the DCC for the coming year and what number of faculty must be from each program area. The roster of tenured and tenure-track faculty in the department will be consulted to determine which individuals are potentially eligible for this service. Eligible faculty ending their second year of service on a Standing Committee other than the DCC are considered first. A random drawing of names, conducted by the DARRP, will determine which of the eligible faculty from this first pool has been selected to serve on the DCC. In the event additional members are needed on the DCC then faculty ending their first year of service on a Standing Committee other than the DCC will be considered next. In

the event additional members are needed on the DCC, then faculty ending their second year of service on the DCC will be considered next.

6. Selection of the members of the DARRP will take place after the Department Representative and Alternate Representative to the College Council have been elected and the new members of the DPC and DCC have been selected. The DARRP will consist of a minimum of three regular faculty members, along with the Department Chair and the Department Advisor (serving ex officio). The Department Chair, Department Representative to the College Council, and all members (continuing and new) selected for both the DPC and DCC are ineligible to be selected for service on the DARRP.

The selection of members for the DARRP will be done by the DARRP, following the same procedure used for selection of members to the DCC. The roster of tenured and tenure-track faculty in the department will be consulted to determine which individuals are potentially eligible for this service. Faculty ending their second year of service on a Standing Committee other than the DARRP are considered first. A random drawing of names, conducted by the DARRP, will determine which of the eligible faculty from this first pool have been selected to serve on the DARRP. In the event additional members are needed on the DARRP then faculty ending their first year of service on a Standing Committee other than the DARRP will be considered next. In the event additional members are needed on the DARRP then faculty ending their second year of service on the DARRP will be considered next. In the event that there are more than six eligible faculty to be selected then one-half of those eligible (rounded up in the case of an odd number of eligible faculty) will be selected for service on the DARRP.

7. Once these three Standing Committees have been determined, the department will proceed to have elections for the remaining out-of-department committee positions that must be elected by the department. Currently, these positions are:

- College Curriculum Committee

 - One member (two-year term) and one alternate (one-year term)

- College Research Committee

 - One member (one-year term) and one alternate (one-year term)

- University Faculty Senate

 - One member (three-year term) and one alternate (three-year term)

- University Committee on Advanced and non-Teaching Educator Licensure Programs

 - One member (one-year term) and one alternate (one-year term)

- University Committee on Initial Educator Licensure

 - One member (one-year term) and one alternate (one-year term)

Other non-departmental committees may be added to this list each year as the need arises.

Nominations will also be accepted from the floor at the Elections/Selections Meeting.

Eligible faculty may self-nominate or may nominate others (with their consent). At least **two** individuals must be nominated. All tenured and tenure-track faculty may vote (in person, if present, or via proxy provided that written and signed evidence of a proxy designation is received by the DARRP Chair no later than the start of that meeting). A secret, written ballot will be taken, and the DARRP will be responsible for tabulating the vote. The individual receiving the greatest number of votes will be elected as the Representative to that particular out-of-department committee, and the person receiving the second greatest number of votes will be elected as the Department Alternate Representative to that particular out-of-department

committee. If there is a tie, then a second ballot will be held with only those individuals in the tie as nominees.

8. Members of the DSAC, consisting entirely of students who are majors in the department (pursuing either a formal degree or an advanced certification in the department), are appointed each year by the Department Chair. At the Elections/Selection Meeting the Department Chair will invite nominations from the faculty for potential student members of the DSAC. Following that meeting, an e-mail will be sent to all eligible students (for whom the department has a valid e-mail address) describing the purpose and responsibilities of the DSAC and inviting interested students contact the Department Chair to nominate others, or themselves, for this committee. Approximately two weeks after that e-mail has been sent the Department Chair will review the list of nominated students. Consideration will be given, as much as is possible, to representing: the various program areas and interests of the department; the varied demographics, backgrounds and interests of the overall student population; and each student's interest and willingness to serve. The Department Chair will then appoint four students to serve on this committee, notifying the faculty and students (via e-mail) of the selection.

Roles within each Standing Committee

Each standing committee will designate three of its members to fulfill specific operational roles: Committee Chair, Committee Secretary, and Committee Vice-Chair. Additional role designations and responsibilities may be added on a temporary basis as needed to conduct the business of the committee (e.g., Sub-Committee Chair, Liaison to Another Committee, etc.).

The general duties of the Committee Chair are to:

open, moderate, and close each meeting of the committee; be aware of the specific duties (and the calendar of activities) before that committee; and communicate those duties and calendar to all committee members; encourage discussion by all committee members on all items of business before the committee; facilitate committee business by seeking resolution to all items under consideration; and report on the activities of the committee to the Department (at department meetings) and to the Department Chair (on their request).

The general duties of the Committee Secretary are to:

take written notes of each committee meeting, recording the gist of discussions and the decisions made; distribute a typed copy of these minutes to all committee members (with a copy to the Department Office for archiving); and work with the Committee Chair to formally communicate decisions to others (e.g., the Department, the Department Chair, the Dean, the College Council) as required.

The general duties of the Committee Vice-Chair are to:

assist the Committee Chair in the conduct of their duties; and serve in the place of the Committee Chair when they are unavailable.

The first order of business for each newly constituted committee will be to determine which members of that committee will serve in each of these three roles. The individual who will fulfill the role of the Committee Chair will be decided first, followed by the role of Committee Secretary and then the role of Committee Vice-Chair. Members will serve in their respective roles for a period of one calendar year and may be re-elected to a second term in that same role in a subsequent year.

No member may serve in the same role for more than two consecutive years, regardless of the number of years that member has served on that Standing Committee.

At the first meeting of the newly constituted committee, a discussion will be held during which each committee member will express their own interest in nominating themselves for service as chair. If only one member is interested in serving as chair, that member may be elected to that position by acclamation. When two (or more) members are interested in serving as chair, a secret, written ballot will be held, conducted by the Department Chair, to determine who should serve in that position. The member receiving a simple majority of those votes cast will be elected to that position. Should no member receive a simple majority, further discussion will be held, and the balloting repeated until one member receives a simple majority of the votes. In the event that no member expresses interest in serving as chair, a random drawing of names conducted by the Department Chair will determine which of the eligible committee members will serve in that role. The same process will be followed to elect/select secretary, followed by vice chair. In such drawings, all committee members will be considered eligible for any particular role. However, if an individual has served in that particular leadership role on the same standing committee in the immediate prior year, they may choose to recuse themselves from the random drawing. Additionally, individuals who are serving on the committee for the first time are exempt from serving in the role of committee chair.

The newly elected Committee Secretary will record the results of election/selection as the first order of business of the newly constituted committee, and the Department Chair will document the election/selection process.

Standing Committee Meeting Dates and Times

Gathering a number of individuals together for common meetings is a continuing challenge, especially given the complex and overlapping teaching, research and extra department service expected of all faculty members. Set meeting dates and times have been decided upon to help make it easier for faculty to schedule Standing Committee meetings for their busy days. No regular tenured or tenure-track faculty member will be scheduled to teach during these allocated meeting days/times, and faculty should avoid other conflicts whenever possible.

Standing Committees normally meet every other week, on a schedule alternating 1st/3rd weeks and 2nd/4th weeks with meetings on Tuesdays or Thursdays. Business before the DPC sometimes requires additional meetings beyond the above schedule. **Therefore, faculty serving on the DPC should also keep the 1st/3rd Tuesdays of each month available for potential meetings should the need arise.** Standing Committees do not have a regular meeting schedule during the summer and will meet and conduct business during the summer only on an as needed basis. The regular meeting days/times during the Fall and Spring semesters for the ETRA Standing Committees are as follows:

<u>Committee</u>	<u>Day</u>	<u>Weeks</u>	<u>Time</u>	<u>Room</u>
DPC	Tuesdays	2 nd /4 th	11:00am - 1:00pm	GA217
DCC	Thursdays	1 st /3 rd	11:00am - 1:00pm	GA217
DARRP	Thursdays	2 nd /4 th	11:00am - 1:00pm	GA217

Any committee may, during a regular meeting of that committee, schedule a special future meeting outside of the regular meetings rotation in order to better address urgent business before the committee. Any committee may, during a regular meeting of that committee, cancel up to **two** consecutive future meetings of that committee. A decision to cancel a future meeting or schedule a special future meeting: must not interfere with, or unnecessarily delay, the conduct of the business of that committee; must be recorded in the minutes of that committee as an approved action; and must be promptly communicated to all committee members and the Department Chair in writing (or via e-mail). Meetings of the DSAC will be scheduled and called by the Department Chair based on the availability of the students serving on the committee, at a schedule of no less frequently than one meeting each month during the Fall and Spring semesters.

Program Area Faculty Committees

In addition to the four Standing Committees, faculty within each of the two major program areas (Instructional Technology and Research and Assessment) will also meet regularly. All tenured and tenure-track faculty within each program area are automatically members of their respective Program Area Faculty Committees. Program Area Coordinators will facilitate the meetings. Rather than elect a Secretary to serve for a given term, Program Area Faculty Committees will rotate alphabetically the duties of Secretary from faculty to faculty over the course of each semester.

Set meeting days have been decided upon to help make it easier for faculty to schedule Program Area Faculty Committee meetings into their busy days. No regular tenured or tenure-track faculty member will be scheduled to teach during these allocated meeting days/times, and faculty should avoid conflicts whenever possible. The regular meeting days/times during the Fall and Spring semesters for the ETRA Program Area Faculty Committees are as follows:

Program Area	Day	Weeks	Room
Instructional Tech	Wednesdays	2 nd /4 th	GA215
Research & Eval	Wednesdays	2 nd /4 th	GA204

Meeting times are alternated each semester between program areas. Any program area may, during a regular meeting of that area, schedule a special future meeting outside of the regular meetings rotation in order to better address urgent business before the committee. Any program area may, during a regular meeting of that area, cancel up to **two** consecutive future meetings of

that area. A decision to cancel a future meeting or schedule a special future meeting must not interfere with, or unnecessarily delay, the conduct of the business of that area; must be recorded in the minutes of that area as an approved action; and must be promptly communicated to all committee members and the Department Chair in writing (or via e-mail).

Department Faculty Meetings

It is necessary that the entire faculty meet on regular occasions in order to conduct business common to all. All tenured and tenure-track faculty participate in Department Faculty Meetings, which are held on the first Wednesday of each month from 11:00 a.m. to 1:00 p.m. in Gabel Hall room 215. An additional faculty meeting may be held during the week before the start of each semester (“COE Planning Week”).

The third Wednesday of each month will be reserved for special faculty meetings. These may be called and held on an as-needed basis as determined by the Department Chair and/or Program Area Coordinators.

Ad Hoc Committees

Additional ad hoc committees may be needed from time to time to carry out business beyond the scope of these four committees. The Department Chair, in consultation with the faculty, may create such ad hoc committees and solicit volunteers (or appoint individuals) to serve on them. The term of ad hoc committees is limited to that period of time necessary to accomplish their specific task, typically less than one year. Ad hoc committees requiring more than one year to accomplish their work may do so only upon the special approval of the department faculty, following a consideration that such work does not properly belong within the responsibilities of one of the Standing Committees, a meeting of the Program Area Faculty, or a meeting of the Department as a whole.

For Additional Information

NIU: [Constitution and Bylaws of Northern Illinois University](#)
[Faculty Senate](#)
[Committees of the University](#)

Department Personnel Committee

Membership

The Department Personnel Committee (DPC) will consist of five regular members and one alternate. The five regular members must be tenured. The alternate member must be tenured.

DPC members will serve two-year terms, with half of the committee being selected in one year and the other half being selected in the following year. Each year, three DPC members will be selected (either three regular members or two regular members and the alternate). Leaves, sabbaticals, and other unexpected absences may necessitate the selection, in any given year, of more members. Should that occur new members will be selected for either regular two-year terms, or special one-year short terms in order to re-establish the typical rotation.

The Department Representative to the College Council and the Department Chair will serve as ex officio members without voting privileges. The Alternate may attend all DPC meetings but is required only to attend meetings pertaining to FSR/merit review, Promotion and Tenure discussions and voting, and Sabbatical Leave application review and voting. The Alternative serves ex officio, without voting privileges, unless a regular member is absent in which case the Alternate will then exercise regular voting privileges.

Qualifications

To qualify for membership, a person must be employed full-time by the university, hold the rank of associate professor or higher (except under circumstances where five tenured faculty are unavailable to serve), and be budgeted 50% or more in the department. Non-tenured faculty may not participate in promotion or tenure discussions, nor may they vote on promotion or tenure issues.

Selection

The Department Academic Research, Retention and Professionalism Committee (DARRPC) will be responsible for selecting which faculty will be serving on the DPC each year. The selection of individuals will follow the procedures outlined in **Determining Committee Membership**, item 6, and will take place following the election of the Department Representative to the College Council (and the Alternate) at the first faculty meeting in April.

The newly elected committee may begin functioning immediately, but its activities will be limited to personnel matters for the appropriate personnel year (January 1st through December 31st for annual and merit evaluations; August 16th through August 15th for 3rd year, promotion and tenure considerations). The previous committee will continue with any unfinished business from the current year.

Quorum

A quorum will consist of three of the five voting members. Personnel decisions will be made only when a quorum of voting members, in addition to the Department Representative to the College Council (or Alternate Department Representative to the College Council) and the Department Chair are present. The Department Representative to the College Council and the Department Chair will be ex officio (non-voting) members. The Alternate DPC member will attend all required meetings ex officio (non-voting), except in the absence of a regular committee member, in which case they may exercise full voting rights and responsibilities.

Duties of the Department Personnel Committee

It will be the duty of the Department Personnel Committee to:

1. Conduct annual performance reviews of all tenured and tenure-track faculty in the department.
2. Conduct special in-depth reviews of tenure-track faculty in the third year of their appointments;
3. Recommend ratings of individual faculty for the purposes of annual and special salary increments;
4. Recommend individual faculty for the purpose of Graduate Faculty Status (Provisional, Full or Senior);
5. Recommend individual faculty for the purposes of promotion in rank (Assistant to Associate Professor, Associate to Full Professor);
6. Recommend individual faculty for retention (prior to tenure); and
7. Recommend individual faculty be awarded tenure.

Specific actions to be taken by the Department Personnel Committee include:

1. Informing department faculty of dates for procedural action by the DPC, College Council, and University Council Personnel Committee (UCPC);
2. Collecting and reviewing annual Faculty Service Reports and supplementary information;
3. Recommending individual faculty ratings, salary increments, tenure and promotion, sabbatical leave (in rank order), retention and non-continuation decisions, and other leaves of absence using established department and college criteria. A formal vote will be taken and recorded in the minutes on each of these decisions;
4. Forwarding to the Dean, at the specified time, through the Department Chair, all personnel recommendations;
5. Providing for a reconsideration process and making a recommendation to the Department Chair of the Committee's final action;
6. Informing the College Council, in writing, of discrepancies in recommendations which exist between the DPC and the Department Chair;
7. Conducting an annual performance review of the Department Chair. This responsibility shall consist of reviewing the evaluation instrument prior to dissemination, reviewing the results, and presenting the results to the Dean. The DPC Chair and the Dean discuss the results with the Department Chair; and
8. Recommending changes for improving the instruments and procedures for evaluations of faculty members.

In doing this the DPC will:

1. Appraise the contributions of department members for the purpose of recommending their tenure and/or retention, promotion, salary increments, sabbatical leaves, and leaves of absence;
2. Formulate and recommend to the department guidelines for determining contributions of the faculty for the purposes set forth above;
3. Conduct appraisal activities in accord with the approved guidelines;
4. Keep the department members informed concerning the committee activities;
5. Hold hearings as required; and

6. Submit and support decisions regarding tenure and/or retention, promotion, salary increments, sabbatical leaves, and leaves of absence to the College Council.

Throughout the process of decision-making, faculty members will be afforded the opportunity to know: (a) the recommendations being forwarded by each level of academic governance and (b) review mechanisms available.

To this end the department personnel committee will:

1. Inform faculty well in advance of procedures and criteria to be used for evaluation;
2. Inform faculty of dates for procedural action by: (a) Department Personnel Committee, (b) College Council, and (c) University Council Personnel Committee;
3. Inform each faculty member in writing of recommendations to be forwarded to the College Council;
4. Provide each faculty member who requests reconsideration of the committee's assessment an opportunity to meet with the committee to discuss information that is submitted by the faculty member in the reconsideration request; and
5. Submit the committee's final recommendations to the College Council.

And the Department Chair will:

1. React to each personnel committee recommendation about each faculty member by agreeing or disagreeing with the committee decisions: (a) the individual's respective rating and a comparison of that rating with others in the department; and (b) the decisions made relative to retention, leave of absence requests, tenure, promotion, and sabbatical leaves;
2. Inform and explain to each faculty member his or her rights and obligations when requesting reconsideration of personnel committee decisions;
3. Inform the faculty member in writing of the results of the committee's reconsideration; and
4. Inform and interpret to each faculty member the rights, procedures to be followed, and the time limit if he or she wishes to initiate reconsideration and/or appeal action.

Requests for reconsideration are to be submitted in writing to the Department Personnel Committee within a prescribed time limit, indicating the basis for the reconsideration and whether a personal appearance before the committee is desired. A request for reconsideration must be based on, and supported by, additional information.

When the Department Chair files an opinion contrary to the Department Personnel Committee's recommendation, the Department Chair will notify the individual in writing and will invite him or her to respond by letter to the College Council. If the Department Personnel Committee and the Department Chair agree, they may jointly communicate their recommendations in writing.

Procedures for all appeals will be conducted according to department, college, and university personnel documents as listed in "Criteria and Procedures Related to Personnel Decisions Within the College of Education" and/or the "Constitution and Bylaws of the University Council."

In regard to Graduate Faculty Status, the DPC will:

1. Receive and assess faculty applications for provisional, full, and senior status membership on the graduate faculty;
2. Submit all approved applications to the graduate council;

3. Inform each applicant of the committee's recommendations; and
4. Recommend changes in criteria for membership to the department.

For Additional Information

NIU: [Constitution](#)

NIU: [Joint Appointment Policy](#)

CEDU: Criteria and Procedures Related to Personnel Decisions

Department Curriculum Committee

Membership

The Department Curriculum Committee (DCC) will consist of five regular members, two from the Instructional Technology (IT) program area, and two from the Research and Assessment (RA), and the fifth from either program area, and the Department Chair (serving ex officio, without voting privileges). Members of the DCC will be either tenure-track (holding appointments greater than 50% in the ETRA Department), or tenured (in the ETRA Department).

DCC members will serve two-year terms, with half of the committee being selected in one year and the other half being selected in the following year. Each year, two DCC members will be selected (typically one from each program area). Leaves, sabbaticals, and other unexpected absences may necessitate the selection, in any given year, of more members. Should that occur new members will be selected for either regular two-year terms, or special one-year short terms, in order to re-establish the typical rotation.

Qualifications

To qualify for faculty membership, a person must be employed full-time by the university, hold the rank of assistant professor or higher, and be either tenure-track and budgeted 50% or more in the department or be tenured in the department (holding primary appointment either within or outside of the department).

Selection

The Department Admissions, Retention and Professional Standards Committee (DARPSC) will be responsible for selecting which faculty will be serving on the DCC each year. The selection of individuals will follow the procedures outlined in Section VI above, and will take place following the election of the Department Representative to the College Council (and the Alternate), and the selection of members to serve on the Department Personnel Committee, at the first faculty meeting in April.

The newly elected committee will begin functioning on August 16th of that year. The previous committee will continue through August 15th with any unfinished business from the current academic year.

Quorum

A quorum will consist of a simple majority.

Duties of the Department Curriculum Committee

It will be the duty of the Department Curriculum Committee to review, approve, recommend changes to, or deny all proposals for:

1. Establishing new courses, concentrations, certifications, and degrees;
2. Changing existing courses, concentrations, certifications, and degrees;
3. Deleting existing courses, concentrations, certifications, and degrees;
4. Catalog copy, brochures, flyers, and other materials published (in paper or electronic form) by the department that include any reference to courses, certifications, endorsements, or degrees;

Specific actions to be taken by the Department Curriculum Committee include:

1. Reviewing all proposals to add a new, change, or delete an existing course, endorsement, certification, or degree to ensure proper format and layout of required paperwork and articulation with existing (or proposed) courses, concentrations, certifications, and degrees;
2. Periodically reviewing course outlines as needed;
3. Submitting approved proposals to the College Curriculum Committee, and other curricular review bodies both on- and off-campus, to see their eventual final approval;

The DCC Chair, together with the Department Curriculum Secretary, will be responsible for preparing final drafts of all curriculum proposals for action by the committee and for transmittal to the College Curriculum Committee.

For Additional Information

NIU: [Curricular Policies and Procedures](#)
[Curricular Definitions](#)
[Operating Procedures for Curricular Items](#)
[Curricular Approval Procedures](#)

Department Academic Research, Retention, and Professionalism Committee

Membership

The Department Academic Research, Retention, and Professionalism Committee (DARRP) will consist of a minimum of three regular faculty members. Faculty members of the DARRP will be either tenure-track (holding appointments greater than 50% in the ETRA Department), or tenured (in the ETRA Department).

DARRP members will serve a two-year term, with half of the committee selected in one year and the other half selected in the following year. Each year a minimum of one DARRP member will be selected. Leaves, sabbaticals, and other unexpected absences may necessitate the selection, in any given year, of more members. Should that occur, new members will be selected for either a regular two-year term, or a special one-year short term, in order to re-establish the typical rotation.

The Department Chair and/or the Department Advisor, will serve as ex officio members without voting privileges.

Qualifications

To qualify for faculty membership, a person must be employed full-time by the university, hold the rank of assistant professor or higher, and be either tenure-track and budgeted 50% or more in the department or be tenured in the department (holding primary appointment either within or outside of the department).

Selection

The Department Academic Research, Retention, and Professionalism Committee (DARRP) will be responsible for selecting which faculty will be serving on the DARRP each year. The selection of individuals will follow the procedures outlined in Section IV above and will take place at the first department meeting in April. DARRP member selection will occur after the election of the Department Representative to the College Council (and Alternate), selection of members to serve on the Department Personnel Committee, and selection of members to serve on the Department Curriculum Committee.

The newly elected committee will begin functioning on August 16th of that year. The previous committee will continue through August 15th with any unfinished business from the current academic year.

Quorum

A quorum will consist of a simple majority of the voting members.

Duties of the Department Academic Research, Retention, and Professionalism Committee

It will be the duty of the Department Academic Research, Retention, and Professionalism Committee to:

1. Periodically review academic research, retention, and professional standards policies and procedures;
2. Periodically review student policies and procedures, especially those published in student handbooks and through the department website;
3. Serve as a pool for potential faculty members of Grade Review Boards (as needed);
4. Make recommendations for resolving specific academic ethical issues when these arise;

5. Conduct department elections and the selection of faculty to specific committees according to the policies and procedures described in this document;
6. Work with the Department Advisor to assist in the promotion of departmental courses and programs, certifications, and degrees, and to review current policies, procedures and practices related to student admission and retention;
7. Promote research and scholarship activities by students, staff, and faculty in the department.
8. Review and rate graduate colloquium proposals;
9. Review and rank applications for student monetary awards;
10. Solicit nominations for (a) Outstanding Student Service Award, (b) Outstanding Alumni Award, and (c) Outstanding Student Scholarship Award;
11. Organize and supervise the selection of outstanding department faculty awards;
12. Advise the ETRA Graduate Student Association (GSA). This includes assistance with solicitation of speakers, coordination of workshops, scheduling of coffee hours, and other activities.

For Additional Information

NIU: [Graduate School](#)

[Procedures for Appeals of Course Grades by Undergraduate Students](#)

[Procedures for Appealing Allegedly Capricious Course Grades of Graduate-Level Students](#)

CEDU: [College of Education Web Site](#)

ETRA: [Department Web Site](#)

Department Student Advisory Committee

Membership

The Department Student Advisory Committee (DSAC) will consist of four students who are majors in the department (pursuing either a formal degree or an advanced certification in the department).

DSAC members will serve one-year terms. The Department Chair will serve as ex officio without voting privileges.

Qualifications

To qualify for membership, a student must be a major in the department (pursuing either a formal degree or an advanced certification through the department) and must be in good standing (not on probation).

Selection

At the Elections/Selection Meeting the Department Chair will invite nominations from the faculty for potential student members of the DSAC. Following that meeting an e-mail will be sent to all eligible students (for whom the department has a valid e-mail address) describing the purpose and responsibilities of the DSAC and inviting the student to contact the Department Chair to nominate others, or themselves, for this committee. Approximately two weeks after that e-mail has been sent the Department Chair will review the list of nominated students. Consideration will be given, as much as is possible, to representing: the various program areas and interests of the department; the varied demographics, backgrounds and interests of the overall student population; and each student's interest and willingness to serve. The Department Chair will then appoint four students to serve on this committee, notifying the faculty and students (via email) of the selection.

The newly elected committee will begin functioning on August 16th of that year. The previous committee will continue through August 15th with any unfinished business from the current academic year.

Quorum

A quorum will consist of a simple majority of the voting members, and the Department Chair.

Duties of the Department Student Advisory Committee

It will be the duty of the Department Student Advisory Committee to:

1. Provide student input and advice, as needed, to the other Standing Committees on issues related to students;
2. Advise the Department Chair on matters of department policy and procedure;
3. Help to promote student involvement and interaction (through colloquia, newsletters, and social activities);
4. Serve as a pool for potential student members of Grade Review Boards (as needed); and
5. Elect a representative to the College of Education Student Advisory Committee.

For Additional Information

NIU: [Procedures for Appeals of Course Grades by Undergraduate Students](#)
[Procedures for Appealing Allegedly Capricious Course Grades of Graduate-Level Students](#)

VI. Personnel Policies and Procedures

Factors Related to Retention

Criteria

The department is charged with developing the strongest possible faculty. The most promising candidates are recruited and employed, and their performance is observed throughout the non-tenured probationary period. During every year of employment prior to the tenure decision, a judgment must be made concerning the desirability of retaining a faculty member for the succeeding contract year. In the department, a major criterion for retention is strong performance in the area of professional assignment; however, no one will be tenured without adequate scholarly and professional achievement and department, college, and university service.

Procedures

Regular (probationary) appointments shall be for a specified term, renewable for a total of not more than seven years. Credit toward the probationary period may be granted at the time of initial appointment to faculty members with one or more years of full-time experience at the rank of instructor or above at one or more institutions of higher education. The probationary period may be reduced by one year for each year of full-time teaching experience, to a maximum of three years. The minimum probationary period is four years, unless tenure is granted earlier in an instance of extraordinary circumstance or an extraordinary record of achievement. The tenure decision is made in the year prior to the final year of the probationary period. For example, if the probationary period is seven years, the tenure decision is made during the sixth year (see “Criteria and Procedures Related to Personnel Decisions Within the College of Education” and/or the “Constitution and Bylaws of the University Council”).

Temporary appointments shall be for a specific purpose and for a term appropriate to that purpose. No notice of a decision not to re-appoint is necessary for a faculty member on temporary appointment; on the other hand, the university may offer some other kind of future appointment. Time served on a temporary appointment at the rank of instructor or above will count as time served on a probationary period prior to a tenure decision, unless the contract for such temporary services contains a specific statement to the contrary. A collective bargaining agreement may apply to particular individuals, depending on each person’s particular circumstance, and such collective bargaining agreement may supersede the procedures outlined in this document.

Faculty on tenure-track appointments who have not achieved tenure shall be guaranteed the following dates of notification concerning the university's decision not to renew the appointment:

- Not later than March 1 of the first academic year of service, if the appointment expires at the end of the year; or, if a one-year appointment terminates during an academic year, at least three months in advance of termination.
- Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminated during an academic year, at least six months in advance of termination.
- Notification of termination shall be given at least 12 months before the expiration of an appointment, when a person has served two or more years at the institution.

A faculty appointment is deemed to expire on the last day of the calendar month in which a faculty member is on non-tenure appointment and shall be regarded as probationary; at any time during this period, the university may offer tenure. Every initial appointment for a specific term must be accepted in writing by the faculty member with the understanding that such an appointment entails no assurance or implication (except for the provisions for notification set forth above) that it will be renewed or that tenure will be granted. In the event there are insufficient appropriated funds to continue the appointment, notice must be given as soon as possible.

For Additional Information

CEDU: Criteria and Procedures Related to Personnel Decisions [College of Education Web Site](#)

Factors Related to Tenure

Criteria

Tenure is the highest honor awarded by the department. It reflects not only satisfaction with the faculty member's present performance, but also confidence in his or her potential for future development and contribution to the department, college and university.

Expectations for adequate progress toward and attainment of tenure and/or promotion to associate professor include (1) performance at an average level of "standard" or above in all three categories (teaching and professional assignment, research and scholarly/creative activities, and service to the college, university, and public) over the course of the probationary period and (2) have achieved a level "4" performance or higher in at least two categories over the course of the probationary period, with at least one of the categories being the research and scholarly/creative activities category; or the equivalent level of promise and prominence as determined by the professional judgment of the Department Personnel Committee.

Evidence demonstrating progress toward or attainment of the expectations for tenure will additionally include performance consistent with minimum expectations for tenure as detailed in the College of Education Criteria and Procedures Related to Personnel Decisions and in the Constitution and Bylaws of the University, ETRA Department Point System (as Working Rules), Peer Assessment of Teaching Effectiveness letters, previous annual progress toward tenure letters, and (for tenure and promotion decisions only) external review letters. The ETRA point system will be used to assist the DPC and Department Chair in making recommendations for tenure and promotion.

The granting of tenure is initiated by the department and is based upon teaching and other professional assignments, scholarship, and service (see "Criteria and Procedures Related to Personnel Decisions Within the College of Education" and/or the "Constitution and Bylaws of the University Council"). The process for and documentation of requests for tenure are contained in these documents.

Procedures

1. The contract of each faculty member on tenure-track specifies the academic year by which a tenure decision must be made. It is the responsibility of each faculty member on tenure-track, but not yet tenured, to submit appropriate material for the personnel committee to review. Failure to comply may result in a notice that the contract year by which a decision is to be made will be the faculty member's terminal year of employment. Faculty members may request a tenure review before the decision year specified in their contract as indicated in the above-cited documents. Members who are appointed to a term shorter than the normal seven years may petition to extend the time to the maximum of seven years.
2. The committee will inform those members who are under consideration for tenure of any special documentation required and of the procedures to be followed.
3. Two separate courses taught by the candidate for tenure will be assessed by two personnel committee members, the purpose being to assess the candidate's teaching effectiveness. If circumstances permit, at least one of the assessments will be conducted by a personnel committee member who is not from the candidate's own program area faculty. The peer assessment will be guided by a review of relevant course materials (e.g., syllabus, assignments, websites, course readings, etc.), an observation of a typical class session and/or online activity, and invited feedback

from enrolled students. Information from these assessments will be provided to the DPC and synthesized by the DPC Chair and Department Chair, shared with the DPC members, and communicated to the faculty member under review in a Peer Assessment of Teaching Effectiveness (PATE) Report. The PATE Report is placed in the candidate's department personnel file.

4. The candidate will provide the committee with evidence of his or her professional attainment as outlined in the "Guidelines for Promotion and/or Tenure Decisions" section of the "Criteria and Procedures Related to Personnel Decisions Within the College of Education."
5. By no later than the first official day of classes in the Spring Semester of the year in which the candidate's tenure materials are to be submitted to the department, the candidate shall provide names, addresses, and contact information for at least 10 professional referees. Referees may be former colleagues but may not be former students, dissertation advisors, co-authors, or members of the family. Referees are normally tenured faculty at institutions of higher education that are at least comparable to NIU. In addition to names, addresses and contact information, a brief outline of the specialization and accomplishments of each referee should be provided.
6. Materials sent to External Reviewers will include: 1) candidate's vita, 2) candidate selected publications or other scholarship, 3) candidate's promotion and tenure narrative, 4) promotion and tenure guidelines and bylaws from UCPC, College, and Department, and 5) a cover letter from the Department Chair.
7. The Department Personnel Committee and the Department Chair will poll all tenured and tenure-track faculty, regardless of rank, in an advisory poll about the individual being considered for tenure. The polled faculty members will have been members of the respective faculty for at least one semester (Fall or Spring) at the time of the poll. The faculty member under consideration will not be polled. In this anonymous advisory poll, the polled faculty members will indicate their degree of support for the candidate, the basis for their opinion, and any comments they offer the DPC and the Department Chair for consideration. The Department Chair will provide uniquely marked envelopes equal to the number of eligible polled respondents to be used for the polling to the Chair of the DPC. Only polling results returned in these uniquely marked envelopes will be considered. The poll is advisory to the DPC and the Department Chair in making the tenure decision.
8. In the event of a lack of agreement among the five personnel committee members concerning recommendation for tenure, the majority vote will prevail as the committee's official recommendation. If a dissenting member chooses, she or he may append a statement of reasons for dissent.
9. After the personnel committee has finalized its recommendations, individuals considered for tenure will be informed of the committee's recommendations and will be afforded an opportunity to request reconsideration. A faculty member requesting reconsideration will submit, in writing: (a) the basis for the request; and (b) an indication of whether a personal appearance is desired. Requests for reconsideration must be supported by additional new information.
10. All recommendations made by the personnel committee will be transmitted to the College Council by the Department Chair, who shall indicate in writing whether she/he supports each recommendation. To each recommendation, the personnel committee chair and the Department Chair will attach a statement giving reasons. When the Department Chair files an opinion contrary to the personnel committee's recommendation, the

Department Chair will notify the faculty member under consideration of his or her opinion and will invite the faculty member to respond by letter to the College Council.

Annual and Third-Year Review of Progress Toward Tenure

1. The personnel committee and the Department Chair will annually conduct a cumulative evaluation of the progress toward tenure in the areas of professional assignment, scholarship, and service of all probationary faculty members. This evaluation will be distinct and separate from the merit rating process. The annual review will take place in the spring of each year following the date of appointment. This cumulative evaluation will be based on college and university guidelines for achieving tenure and will minimally include strengths and weaknesses in the categories of teaching effectiveness; scholarly inquiry, research and/or artistic production; and service to the university, community, and profession. Materials used for this review will include a current vita, current and prior years' peer assessment of teaching effectiveness, current and prior years' FSRs, current and prior year's student course evaluations, prior years' annual review letters and Professional Development Plans (when applicable).
2. The personnel committee and the Department Chair will conduct a particularly thorough and formal evaluation of the progress toward tenure during the spring of the faculty member's third year (or its equivalent for those on a shortened track). This evaluation will be distinct and separate from the merit rating process. A statement will be appended to this evaluation by the Department Chair, specifying the department's long-term need for the position held by the probationary faculty member. This evaluation will be shared with that individual and the college dean.
3. Two separate courses taught by the candidate for tenure will be assessed each academic year by two personnel committee members, the purpose being to assess the candidate's teaching effectiveness. If circumstances permit, at least one of the assessments will be conducted by a personnel committee member who is not from the candidate's own program area faculty. The peer assessment will be guided by a review of relevant course materials (e.g., syllabus, assignments, websites, course readings, etc.), an observation of a typical class session and/or online activity, and invited feedback from enrolled students. Information from these assessments will be provided to the DPC and synthesized by the DPC Chair and Department Chair, shared with the DPC members, and communicated to the faculty member under review in a Peer Assessment of Teaching Effectiveness (PATE) Report. The PATE Report is placed in the candidate's department personnel file.
4. Peer Assessment of Teaching Effectiveness written reports are provided to the DPC. Information from the synthesized reports along with student completed course evaluations and FSR will be used by the DPC and Department Chair for the assessment of progress toward tenure in the area of teaching and professional assignment.
5. For faculty members on a shortened probationary track, it is expected that, at the time of recruitment, their previous professional performance will be subject to evaluation, using the same criteria and expected level of performance that apply to those in the third year of a seven-year probationary track.
6. The candidate will provide the committee with evidence of his or her professional attainment as outlined above and in the "Guidelines for Promotion and/or Tenure Decisions" section of the "Criteria and Procedures Related to Personnel Decisions Within the College of Education." For the annual review, the probationary faculty will submit a current curriculum vitae. For the Third-year review, the probationary faculty will submit a

current curriculum vitae and a dossier similar to what is required for the tenure review process.

7. After the personnel committee and the Department Chair have completed their annual/third year review, the results from each review will be communicated in writing to each probationary faculty member, followed by a meeting of the faculty member, the DPC Chair, and the Dept. Chair.
8. In the event that a probationary faculty member receives an evaluation in any of the professional categories resulting in “not making adequate progress toward tenure” the Department Chair and DPC Chair will use DPC feedback and recommendations to devise a Professional Development Plan with the faculty member to address specific concerns.
9. A probationary faculty member who believes his or her annual evaluation of progress toward tenure is unfair, inadequate, or otherwise inconsistent with the published guidelines for achieving tenure may place a written response to the evaluation in his or her department personnel file and with the college dean. However, the annual evaluation of progress toward tenure of a probationary faculty member will not itself be subject to the personnel appeal process.

For Additional Information

NIU: [Working Rules of the University Council Personnel Committee](#)

CEDU: Criteria and Procedures Related to Personnel Decisions [College of Education Web Site](#)

ETRA: [ETRA Department Point System \(Working Rules\)](#)

Factors Related to Promotion in Rank

Criteria

The process of promotion in rank is initiated by the department and is based upon an assessment of teaching and other professional assignments, scholarship, and service (as set forth in “Criteria and Procedures Related to Personnel Decisions Within the College of Education” and/or the “Constitution and Bylaws of the University Council”). The ETRA point system will be used to assist the DPC and Department Chair in making the recommendations for the tenure promotion.

Procedures

Faculty members who wish to be considered for promotion will notify the personnel committee chair and the Department Chair not later than the first official day of classes in the spring semester in which the review is to occur. In addition to materials supplied by the candidate for promotion, the committee may examine faculty service reports submitted since the candidate's last promotion and previous evaluations by department personnel committees. The personnel committee chair or the Department Chair will also request letters of assessment from people in the candidate's field (see “Factors Related to Tenure”, Procedure #5, in this document).

The personnel committee informs those faculty members who are under consideration for promotion that these procedures will be followed:

1. The candidate will provide the committee with evidence of his or her professional attainment as outlined in the “Guidelines for Promotion and/or Tenure Decisions” section of the “Criteria and Procedures Related to Personnel Decisions Within the College of Education”. Candidates will provide evidence of performance in professional assignments, scholarly and professional attainments, and institutional and professional service.
2. For tenure-track faculty applying for promotion to Associate Professor, two separate courses taught by the candidate will be assessed by two personnel committee members, the purpose being to assess the candidate’s teaching effectiveness. If circumstances permit, at least one of the assessments will be conducted by a personnel committee member who is not from the candidate's own program area faculty. The peer assessment will be guided by a review of relevant course materials (e.g., syllabus, assignments, websites, course readings, etc.), an observation of a typical class session and/or online activity, and invited feedback from enrolled students. Information from these assessments will be provided to the DPC and synthesized by the DPC Chair and Department Chair, shared with the DPC members, and communicated to the faculty member under review in a Peer Assessment of Teaching Effectiveness (PATE) Report. The PATE Report is placed in the candidate’s department personnel file. Faculty members applying for promotion to the rank of Professor also may request that one or more of their courses be assessed by at least two personnel committee members for the purpose of evaluating their teaching effectiveness, and these assessments summarized in a PATE prepared by the DPC. These assessments are not required, however. Requests for such assessments should be made by the faculty member no later than the first official day of classes in the Spring Semester of the year in which the candidate’s promotion materials are submitted to the department.
3. Faculty under consideration for promotion will submit a statement that reflects their perception of the varied responsibilities of their positions.
4. Materials sent to External Reviewers will include: 1) candidate’s vita, 2) candidate’s selected publications or other scholarship, 3) candidate’s promotion narrative, 4) tenure

- and/or promotion guidelines and bylaws from the University, College, and Department, and 5) a cover letter from the Department Chair.
5. The Department Personnel Committee and the Department Chair will poll all tenured and tenure-track faculty, regardless of rank, in an advisory poll about the individual being considered for promotion. The polled faculty members will have been department faculty members for at least one semester (Fall or Spring) at the time of the poll. The faculty member under consideration will not be polled. In this anonymous advisory poll, the polled faculty members will: indicate their degree of support for the candidate, the basis for their opinion, and any comments they offer the DPC and Department Chair for consideration. The Department Chair will provide to the DPC Chair uniquely marked envelopes equal to the number of eligible polled respondents to be used for the polling. Only polling results in these uniquely marked envelopes will be considered. The poll is advisory to the DPC and Department Chair in making the recommendation regarding promotion.
 6. In case of a lack of agreement among the five personnel committee members concerning recommendation for promotion, the majority vote will prevail as the committee's official recommendation. If a dissenting member chooses, they may append a statement of reasons for dissent.
 7. After the personnel committee has finalized its recommendations, individuals considered for promotion will be informed of the committee's recommendations and will be afforded an opportunity to request reconsideration. A faculty member requesting reconsideration will submit, in writing: (a) the basis for the request; and (b) an indication of whether a personal appearance is desired. Requests for reconsideration must be supported by additional information.
 8. All recommendations made by the personnel committee will be transmitted to the College Council by the Department Chair, who will indicate in writing support or non-support for each recommendation. The personnel committee chair and the Department Chair will attach to each recommendation a statement giving reasons for the recommendation. When the Department Chair files an opinion contrary to the personnel committee's recommendation, the Department Chair will inform the candidate and advise the candidate of their reconsideration and appeal rights.

For Additional Information

NIU: [Working Rules of the University Council Personnel Committee](#)

CEDU: Criteria and Procedures Related to Personnel Decisions [College of Education Web Site](#)

ETRA: [ETRA Department Point System \(Working Rules\)](#)

Sabbatical Leaves

The university will award sabbatical leave for the purpose of supporting and encouraging professional activity on the part of faculty, thus, on a long-term basis, strengthening the university's educational program.

Criteria

1. Sabbatical leave will ordinarily be limited to tenured faculty members who have completed five years of full-time service by the time the leave begins.
2. Sabbatical leaves will be granted only in connection with research or development programs that promise to enhance the professional competence of the faculty member and to improve his or her professional standing.
3. Ordinarily, sabbatical leave will not be granted to a faculty member in order to revise books designed primarily for use as texts, or to retrain for a position outside the immediate limits of his or her present discipline.
4. Within 60 days following resumption of full-time duties at NIU, the faculty member will submit a written report describing the specific activities during the sabbatical leave. This report to the Department Chair and the department personnel committee will become a part of the faculty member's service record for the purpose of merit evaluation and as a basis for evaluation of subsequent leave requests. "If the report reflects significant professional activity, an average of that person's merit rating for the previous three years" will be applied to the semester of the leave.
5. Sabbatical leaves for regular faculty will be for one semester at full pay or one academic year at half-pay. In addition to the above, faculty on twelve-month appointments may apply for two consecutive three-month summer periods at full pay.
6. Each sabbatical leave application and project will be considered anew each year.
7. A first sabbatical leave will be granted only to a tenured faculty member who has completed five years of service by the time the leave begins. Full-time service on a temporary appointment will count toward a sabbatical leave. Leaves of absence without pay will count toward a sabbatical leave, provided the university-level personnel committee judges the activity associated with that leave without pay to be comparable in professional significance to service as a member of the faculty.
8. To be eligible for a subsequent sabbatical leave, a faculty member must complete six years of approved service since his or her previous sabbatical leave.

Procedures

1. Each applicant for sabbatical leave will propose a program of professional merit that is capable of being substantially advanced by means of the leave. The applicant will indicate the nature of the program, its present state of development, and, in some detail, plans for advancing the program during the leave. Documentation may be submitted in support of the application.
2. Each application will be submitted through the Department Chair to the personnel committee chair. In consultation with the chair, the committee will: (a) evaluate the professional merit of each sabbatical leave application; (b) if there are several applications, they should be ranked in order of professional merit; and (c) make recommendations for the approval or disapproval of each application and send it through the dean to the College Council.

Differences of opinion between the Department Chair and the personnel committee should be resolved at the departmental level whenever possible.

The Department Chair will notify each applicant concerning the committee's recommendation. Any requests for reconsideration of this recommendation will be acted upon and completed prior to the College Council deliberations.

An individual granted sabbatical leave assumes a professional obligation to return to NIU for a period of at least one year subsequent to his or her leave.

For Additional Information

NIU: [Article 8: Sabbatical Leave Policy](#)

[Working Rules of the University Council Personnel Committee](#)

CEDU: Criteria and Procedures Related to Personnel Decisions [College of Education Web Site](#)

Guidelines for Determining Merit

Criteria

Merit recommendations will be based upon an annual assessment of performance levels in Teaching and Professional Assignment (Category 1), Scholarly and Research/Creative Activities (Category II), and Service to the University, Profession, and Public (Category III).

Teaching and other professional assignments, scholarship, and service will be assessed by rank upon the basis of criteria listed in “Criteria and Procedures Related to Personnel Decisions Within the College of Education” and/or the “Constitution and Bylaws of the University Council”.

Procedures

1. Each faculty member will submit annually a Faculty Service Report (FSR) according to a format approved by the College Council. Faculty service reports will be submitted through the Department Chair for review by the departmental personnel committee on a calendar published by the College Council. Supporting materials may be submitted separately
2. Any faculty member wishing to meet with the personnel committee for the purpose of discussing information contained in the member's faculty service report must so notify the personnel committee chair no later than the time and date when service reports are due in the departmental office.
3. If required, it is the responsibility of each faculty member to provide information sufficient for the generation of a Faculty Service Report on or before the due date.
4. The DPC will recommend an annual rating on a scale from 1-5 for each member of the department with a score of 3 being “standard performance”
5. The DPC reviews FSRs using the following procedures:
 - a. Begin discussions by deciding (yes or no) if the faculty member has met requirements for *standard performance* in Teaching and Professional Assignment (Category 1), Scholarly and Research/Creative Activities (Category II), and Service to the University, Profession, and Public (Category III) using the rubric for merit review provided in Appendix A.
 - b. If, for a particular category (I, II, or III), standard performance *has* been met, then discussions can move to consideration of whether a score of 3- 5 best describes the faculty member’s work in that category.
 - c. If, for a particular category, standard performance *has not* been met, then discussions can move to consideration of whether 2 or 1 best describes the faculty member’s work in that category.
6. In determining annual faculty ratings, the following weights shall be assigned to the various assessment categories, differentiated by untenured and tenured faculty.

Untenured:

	Category 1 Weights	Category 2 Weights	Category 3 Weights
Weighting	40	40	20

Tenured:

Highest Category	Category 1 Weights	Category 2 Weights	Category 3 Weights
1: Teaching + Scholarship (2 nd highest) Service (2 nd highest)	50 50	35 25	15 25
2: Scholarship Teaching + (2 nd highest) Service (2 nd highest)	35 25	50 50	15 25
3: Service Teaching + (2 nd highest) Scholarship (2 nd highest)	35 25	25 35	40 40

7. After the personnel committee has formulated its recommendations, each faculty member will be informed of the respective rating and will be given a comparison of the rating with others in the department.
8. The personnel committee's recommendations will be recorded on the "Faculty Service Report – Annual Recommendation Form" of the College of Education and transmitted to the College Council by the personnel committee chair and the Department Chair. The Department Chair will indicate in writing whether or not he or she supports the recommendations and will attach to each unsupported recommendation a statement of reasons. When the Department Chair files an opinion contrary to the personnel committee's recommendation, the chair will notify the faculty member and will invite the individual to respond by letter to the College Council.
9. Following notification to individual faculty members of the personnel committee's decisions, and prior to submission of those decisions to the College Council, the possibility for reconsideration hearings will be provided upon request. An individual requesting reconsideration will submit in writing: (a) the basis for the request and (b) an indication whether a personal appearance is desired. The only acceptable basis for a reconsideration request is that the faculty member has additional information or wishes to explain information that he or she believes the committee has not correctly understood. The faculty member will be informed of the results of the committee's reconsideration and will be informed of the procedure to be followed for any appeal.

Implementation

When dollars become known by the Department Chair, the index ratings, adjusted by rank, are summed up and the following formula applied: dollar equivalent per index point x individual index points = individual increment.

For Additional Information

CEDU: Criteria and Procedures Related to Personnel Decisions [College of Education Web Site](#)

Guidelines for Determining Graduate Faculty Status

Provisional Membership

Provisional membership is for a three-year non-renewable term. A provisional member may teach graduate level courses, serve on thesis, portfolio, project, comprehensive exam, and dissertation committees, serve as an academic advisor, and (with permission of the Dean of the Graduate School) may co-direct dissertations and direct theses/projects. A provisional member must satisfy the following criteria for appointment:

1. Doctoral degree in a department discipline or closely related field.
2. Initiated a program of scholarly research beyond the dissertation: e.g., submitted manuscripts, submitted external grant proposals, delivered professional presentations, and published instructional materials.

Full Membership

A full member may teach graduate level courses, serve on thesis and dissertation committees, serve as an academic adviser, and (with permission of the Dean of the Graduate School) may co-direct dissertation and direct theses/projects. In addition, a full member may serve on the Graduate Council, vote on Graduate Faculty referenda, and vote for other faculty representatives to the Graduate Council. A full member must satisfy the following criteria for appointment:

1. Doctoral degree in a department discipline or closely related field.
2. Minimum accomplishments within the past eight (8) years:
Scholarly research, evidenced by three (3) of these items, with at least one (1) from categories a-c:
 - a. One (1) research article published in a refereed journal.
 - b. Two (2) refereed or invited research presentations at state, regional, national or international professional meetings.
 - c. One (1) published scholarly or professional book, book chapter, or monograph, or production in another medium.
 - d. Two (2) articles published in a research and/or professional journal.
 - e. Two (2) presentations at state, regional, national, or international professional meetings.
 - f. One (1) peer-reviewed funded grant.
 - g. Editor, associate editor, or section editor of refereed journal or book.
 - h. Reviewer or member of an editorial advisory board for a refereed journal.
 - i. Reviewer of proposals for a professional meeting or member of a professional meeting program committee.
 - j. Professional external reviewer for book or other publication (e.g., manual, software, monograph, grant.)
 - k. Leadership in professional associations, professional consultations, awards recognizing scholarly or professional accomplishments.

Activity in graduate-level education, evidenced by at least two (2) of these activities:

1. a. Taught a graduate level course (exception for those on 100% reassignment). b. Co-directed a thesis/project.
2. c. Directed or chaired two (2) portfolios.

3. d. Participate as a committee member and complete two (2) thesis, dissertation, or project proposal defenses.

Senior Membership

A senior member may teach graduate level courses, serve on thesis and dissertation committees, serve as an academic adviser, and (with permission of the Dean of the Graduate School) may direct dissertations and theses. In addition, a senior member may serve on the Graduate Council, vote on Graduate Faculty referenda, and vote for other faculty representatives to the Graduate Council. A senior member must satisfy the following criteria for appointment:

1. Doctoral degree in a department discipline or closely related field.
2. Minimum accomplishments within the past 8 years:
 - Scholarly research, evidenced by five (5) of these items, with at least two (2) from categories a-c:
 - a. One (1) research article published in a refereed journal.
 - b. Two (2) refereed or invited research presentations at state, regional, national, or international professional meetings.
 - c. One (1) published scholarly or professional book, book chapter, or monograph, or production in another medium.
 - d. Two (2) articles published in a research and /or professional journal.
 - e. Two (2) presentations at state, regional, national, or international professional meetings.
 - f. One (1) peer-reviewed, funded grant.
 - g. Editor, associate editor, or section editor of refereed journal or book.
 - h. Reviewer or member of an editorial advisory board for a refereed journal.
 - i. Reviewer of proposals for a professional meeting or member of a professional meeting program committee.
 - j. Professional external reviewer for book or other publication (e.g., manual, software, monograph, grant).
 - k. Leadership in professional associations, professional consultations, awards recognizing scholarly or professional accomplishments.

Activity in graduate-level education, evidenced by at least two (2) of these activities with at least one being from categories c or d:

- a. Taught a graduate level course (exception for those on 100% reassignment).
- b. Directed or co-directed a thesis/project to completion.
- c. Served on two (2) theses/dissertation committees (in or outside department) to completion.
- d. Co-directed a dissertation to completion.

Graduate Faculty Scholar

A graduate faculty scholar is an affiliate member of the graduate faculty, who meets departmental and university qualifications to serve as a full member of the graduate faculty. A graduate faculty scholar has all the privileges of a full member, except for the right of membership on the Graduate Council, the right to vote for Graduate Council membership, and the right to vote in graduate faculty referenda. A graduate faculty scholar may teach graduate-level courses, and with approval of the department chair, college dean, and dean of the Graduate School, may serve as a member or director of a master's or sixth-year thesis (or thesis analogue-- such as one-person show, recital, or

final project) or as co-director (along with a senior member of the graduate faculty) of a doctoral dissertation, provided that the committee is otherwise constructed in accordance with the *Graduate Catalog*. Graduate faculty scholars are appointed to a maximum four-year, renewable term.

Graduate Faculty Scholars must meet the approved ETRA Department Graduate Faculty Status criteria for *Full Membership*.

Graduate faculty scholars may be former full or senior members of the NIU graduate faculty who have retired or resigned. They may be NIU research faculty or other qualified individuals, including instructors, who otherwise meet requirements to serve as a graduate faculty scholar. As appropriate, they may be qualified individuals from outside the university.

For additional information

NIU: [Policies and Procedures for Graduate Faculty Membership](#)
[Procedure for Review of Graduate Faculty Membership](#)

VII. Student Evaluation of Instruction

The following policies are intended to provide an opportunity for student input into the evaluation of instruction process in a fair and useful manner. It is recognized that determining teacher effectiveness is a difficult task. It is the responsibility of those engaged in personnel decisions to recognize the values and the limitations of student evaluations and to utilize them only in conjunction with all other available indicators. Continual efforts shall be made to enhance the validity and reliability of the evaluation instrument through periodic review. All regularly scheduled on or off campus courses are to be evaluated by students and the composite scores conveyed to the department personnel committee.

For Additional Information

NIU: [Student Evaluation of Instruction](#)

Appendix A. Rubric for Merit Review

Rubric for Merit Review: Teaching and Professional Assignment

Rating	Descriptor
5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Exemplary teaching has been demonstrated and/or exemplary performance in professional assignment has been demonstrated. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. Exemplary student engagement commensurate with rank beyond scheduled coursework and/or professional assignment has occurred.
4.5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Exemplary teaching has been demonstrated and/or exemplary performance in professional assignment has been demonstrated and student engagement commensurate with rank exceeds standard performance. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Exemplary student engagement commensurate with rank beyond scheduled coursework has occurred, and teaching and/or professional
4	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Exemplary teaching has been demonstrated and/or exemplary performance in professional assignment has been demonstrated <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Exemplary student engagement commensurate with rank beyond scheduled coursework has occurred. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> c. Exceeds standard performance in teaching and/or professional assignment <i>and</i> student engagement commensurate with rank beyond scheduled
3.5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Exceeds standard performance in <i>either</i> teaching and/or professional assignment <i>or</i> student engagement commensurate with rank beyond scheduled coursework.

<p style="text-align: center;">3</p> <p>(Standard)</p>	<p>a. Adequate teaching has been demonstrated and/or adequate performance in professional assignment has been demonstrated.</p> <p style="text-align: center;"><i>AND</i></p> <p>b. Student engagement commensurate with rank beyond scheduled coursework and/or professional assignment has occurred.</p>
<p style="text-align: center;">2</p>	<p>“Standard” performance has not been met, but evidence shows that:</p> <p>a. Adequate teaching has been demonstrated and/or adequate performance in professional assignment has been demonstrated.</p> <p style="text-align: center;"><i>OR</i></p> <p>b. Student engagement commensurate with rank beyond scheduled</p>
<p style="text-align: center;">1</p>	<p>“Standard” performance has not been met, and evidence shows that:</p> <p>a. Adequate teaching has not been demonstrated and/or adequate performance in professional assignment has not been demonstrated.</p> <p style="text-align: center;"><i>AND</i></p> <p>b. Student engagement commensurate with rank beyond scheduled coursework and/or professional assignment has not occurred.</p>

Definition of Terms

“**Exemplary teaching**” is demonstrated by one or more of the following: College or University teaching award(s), highly favorable Peer Assessments of Teaching Effectiveness, highly-innovative and effective teaching strategies/modalities, highly favorable student ratings on course evaluations*, exceptional evidence from faculty-supplied supplementary materials, or equivalent evidence of high quality teaching as determined by professional judgment of the DPC.

“**Exemplary professional assignment**” is demonstrated by successful completion of assigned tasks in a manner that is beyond typical expectations.

“**Exemplary engagement with students**” is demonstrated by highly active and high-quality involvement in any of the following: thesis/dissertation advisement, completion of thesis/doctoral candidates, independent study with students, publications/presentations with students, service on program committees, candidacy exams, or equivalent evidence of high-quality involvement with students as determined by professional judgment of the DPC.

“**Exceeding**” standard performance in teaching and/or professional assignment is performance that exceeds “adequate” performance but does meet the criteria for “exemplary.”

“**Exceeding**” standard performance in engagement with students is demonstrated by moderately active and quality involvement in any of the following: thesis/dissertation advisement, completion of thesis/doctoral candidates, independent study with students, publications/presentations with

students, service on program committees, candidacy exams, formal or informal mentoring activities, or equivalent evidence of quality involvement with students as determined by professional judgment of the DPC.

“**Adequate teaching**” is demonstrated by one or more of the following: moderately favorable Peer Assessments of Teaching Effectiveness, moderately innovative teaching strategies/modalities, moderately favorable student ratings on course evaluations*, demonstrated effort towards improvement in teaching and professional development, or equivalent evidence as determined by professional judgment of the DPC.

“**Adequate professional assignment**” is demonstrated by successful completion of assigned tasks.

“**Engagement with students**” is demonstrated by active involvement in one or more of the following: thesis/dissertation advisement, completion of thesis/doctoral candidates, independent study with students, publications/presentations/projects with students, service on program committees, work with students and practitioners on field based experiences, portfolios, candidacy exams, mentorship activities, or equivalent evidence of involvement with students as determined by professional judgment of the DPC.

*Assuming adequate response rate.

Rubric for Merit Review: Scholarly and Research/Creative Activities

Rating	Descrip
5	<p>“Standard” performance has been met and evidence shows that:</p> <ul style="list-style-type: none"> a. One or more professional works of substantial influence have been published, funded, and/or presented. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. Two or more additional professional works have been published, funded or managed, and/or presented.
4.5	<p>“Standard” performance has been met and evidence shows that:</p> <ul style="list-style-type: none"> a. One or more professional works of substantial influence have been published, funded, and/or presented. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Two or more additional peer-reviewed professional works have been published, funded, and/or managed.
4	<p>“Standard” performance has been met and evidence shows that:</p> <p style="text-align: center;">One or more additional peer-reviewed or research-based professional works have been published in a reputable outlet, substantially-funded, and/or</p>
3.5	<p>“Standard” performance has been met and evidence shows that:</p> <ul style="list-style-type: none"> a. Two or more additional professional works have been presented in peer-reviewed outlets/venues. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. One or more additional professional works have been published or funded in peer-reviewed or edited outlets.
3 (Standard)	<ul style="list-style-type: none"> a. Professional work has been published, funded, and/or presented in peer-reviewed or edited outlets/venues. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. Writing for professional dissemination or external funding has occurred.
2	<p>“Standard” performance has not been met, but evidence shows that:</p> <ul style="list-style-type: none"> a. Professional work has been published, funded, and/or presented. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Writing for professional dissemination or external funding has occurred.
1	<p>“Standard” performance has not been met and evidence shows:</p> <ul style="list-style-type: none"> a. No evidence of professional work published, funded, and/or presented. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. No evidence of writing for professional dissemination or external funding.

Definition of Terms

“Professional work of substantial influence” is demonstrated by one or more of the following: institutional or professional research award(s), publication in a highly-ranked or high impact factor journal, securement of peer-reviewed external grant funding in excess of \$10,000 (as PI, co-PI, or other senior personnel), publication of a widely-used application (e.g., software, book, web application), keynote address or workshop at a national or international conference, or equivalent evidence of substantially impactful and high quality professional work as determined by professional judgment of the DPC.

“Reputable outlet” is evidenced by impact factor, ranking, acceptance rate, and/or description of the outlet.

Rubric for Merit Review: Service to the University, the Profession, and the Public

Rating	Descriptor
5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Service of substantial contribution and/or impact to the institution has been provided commensurate with rank. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. Service of substantial contribution and/or impact to the profession, the field and/or the public/community has been provided commensurate with rank.
4.5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Service of substantial contribution and/or impact to the institution has been provided commensurate with rank and service to the profession exceeds standard performance commensurate with rank. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Service of substantial contribution and/or impact to the profession, the field and/or the public/community has been provided commensurate with rank and service to the institution exceeds standard performance commensurate with rank.
4	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Service to the institution and to the profession, the field and/or the public/community <i>both</i> exceed standard performance commensurate with rank. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Service of substantial contribution and/or impact to the institution has been provided commensurate with rank. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> c. Service of substantial contribution and/or impact to the profession, the field and/or the public/community has been provided commensurate with rank.
3.5	<p>“Standard” performance has been met and evidence additionally shows that:</p> <ul style="list-style-type: none"> a. Service to the institution exceeds standard performance commensurate with rank. <p style="text-align: center;"><i>OR</i></p> <ul style="list-style-type: none"> b. Service to the profession, the field, and/or the public/community exceeds standard performance commensurate with rank.
3 (Standard)	<ul style="list-style-type: none"> a. Adequate service to the institution has been provided commensurate with rank. <p style="text-align: center;"><i>AND</i></p> <ul style="list-style-type: none"> b. Adequate service to the profession, the field and/or the public/community has been provided commensurate with rank
2	<p>“Standard” performance has <u>not</u> been met, but evidence shows that:</p> <ul style="list-style-type: none"> a. Adequate service to the institution has been provided commensurate with rank. <p style="text-align: center;"><i>OR</i></p>

	b. Adequate service to the profession, the field and/or the public/community has been provided commensurate with rank.
1	<p>“Standard” performance has <u>not</u> been met and evidence shows that:</p> <p>a. Adequate service to the institution has <u>not</u> been provided commensurate with rank.</p> <p style="text-align: center;"><i>AND</i></p> <p>b. Adequate service to the profession, the field and/or the public/community has <u>not</u> been provided commensurate with rank.</p>

Definition of Terms

“**Service of substantial contribution to the institution**” is demonstrated by one or more of the following: College or University service award, leadership role on an institutional committee, impactful involvement in institutional committees, or equivalent evidence as determined by professional judgment of the DPC.

“**Service of substantial contribution to the profession, the field and/or the public/community**” is demonstrated by one or more of the following: professional association service award, leadership role in a professional association; editorial work for a peer reviewed publication, participation in an external grant review panel, impactful involvement in community service related to the profession or field, or equivalent evidence as determined by professional judgment of the DPC.

“**Exceeding**” standard performance in service to the institution and/or profession, the field and/or the public/community is performance that exceeds “adequate” performance but does not meet the criteria for “substantial” contribution.

“**Adequate service to the institution**” is demonstrated by active involvement on a departmental committee. Active involvement includes attendance and engagement in scheduled meetings, completion of assigned or volunteered tasks, willingness to participate in the selection process for committee officers, and willingness to serve if selected.

“**Adequate service to the profession, the field and/or the public/community**” may be demonstrated by active involvement in professional associations or active involvement in the field and/or public/community as described in the C&P handbook in Appendix C. Service to the public/community must be relevant to the faculty member’s field and/or aligned with department, college and/or university goals.

Relationship between the Rubric for Merit Review and tenure and/or promotion to associate professor

Expectations for adequate progress toward and attainment of tenure and/or promotion to associate professor include (1) performance at an average level of “standard” or above in all three categories (teaching and professional assignment, research and scholarly/creative activities, and service to the college, university, and public) over the course of the probationary period and (2) have achieved a level “4” performance or higher in at least two categories over the course of the probationary period,

with at least one of the categories being the research and scholarly/creative activities category; or the equivalent level of promise and prominence as determined by the professional judgment of the Department Personnel Committee.

Appendix B. ETRA STAR CRITERIA

Service, Teaching, Artistry & Research (STAR) program ETRA

ETRA Faculty Approved 12/6/23

Approved Conditionally by College Council 02/2024 – Needs to have the decision date by March 15, so that the College can send it to the Provost Office by April 1.

Aligned with the Memorandum of Understanding between the Northern Illinois University (NIU) Board of Trustees and the NIU Tenure and Tenure Track, United Faculty Alliance, the STAR program affords professors who meaningfully contribute to the mission, vision, and values of their department, college, and/or the University (and meet all applicable criteria) the opportunity to apply for a base salary increase.

Successful applicants will meet the requirements and follow the procedures outlined in the Memorandum of Understanding (attached). General guidance articulates that in the areas of teaching or librarianship, scholarship and/or artistry, and service, faculty performance during the evaluation period should be considered at a strong level in at least two of the three areas and at least satisfactory in each of the three areas.

The ETRA DPC will rely on Faculty Service Reports (FSRs), provided by the department chair, to judge the performance of eligible faculty. For the purposes of ETRA evaluation, *satisfactory* is equivalent to a score of 3.0 to 3.99 on the ETRA FSR rubrics, and *strong* is equivalent to a score of 4.0 or higher on the ETRA FSR rubrics. For STAR evaluation, FSR scores will be averaged across the available scores from the time period for each area. FSRs are scored on a 1-5 scale, which would equate to the following performance descriptors:

1	2	3	4	5
Unsatisfactory performance		Satisfactory performance	Strong performance	

The department chair will provide the applicant's five most recent FSR scores in the 6 years immediately prior to the application. Applicants are required to submit a narrative for each section delineating contributions and activities in the areas of teaching, scholarship, and leadership and how they serve as an example of continuous post-tenure achievement in their discipline.

When five years of FSR scores are not available for the 6 years immediately prior to the application, the applicant may additionally submit equivalent evidence regarding teaching and/or professional assignment, research/scholarship, and service. The DPC will evaluate the combination of any available FSR-based evidence and/or additional evidence via discussion using the DPC's professional judgment.

Applicants will submit documentation by March 1st. The DPC will return a decision by April 1st of the submission year. Appeals will be submitted by applicants within 10 business days of receipt of the DPC decision. If there is an appeal by the applicant, the Department Chair may affirm the decision of the DPC or reverse and approve the application by May 15 of the submission year.

See Memorandum of Understanding: Service, Teaching, Artistry & Research (STAR) program in Appendix B.1

EXAMPLE:

As such, this table would require eligible faculty members to earn a mean score of ≥ 3 in each area during the evaluation period and a mean score of ≥ 4 in any two of the areas during the evaluation period for consideration. Outlined below are two hypothetical examples:

Faculty A

Criteria	Mean FSR score during evaluation period
Teaching or librarianship	4.1
Scholarship and/or artistry	4.3
Service	3.8

Result – Eligible for consideration

Faculty B

Criteria	Mean FSR score during evaluation period
Teaching or librarianship	3.8
Scholarship and/or artistry	3.4
Service	4.2

Result – Ineligible for consideration

Appendix B.1

Memorandum of Understanding (MOU)

This memorandum of understanding is between Northern Illinois University (NIU) Board of Trustees (Employer) and the NIU Tenure and Tenure Track Unit, United Faculty Alliance, University Professionals of Illinois, Local 4100, IFT, AFT, and AFL-CIO.

The purpose of this MOU is to memorialize the agreement between the parties concerning the implementation of the Service, Teaching, Artistry & Research (STAR) program. The Joint Committee met on five (5) occasions and created the following criteria for the implementation STAR program in accordance with Article 24.7 (a) of the collective bargaining agreement:

Service, Teaching, Artistry & Research (STAR) program

Purpose: The purpose of a STAR award is to recognize full professors who meaningfully contribute to the mission, vision, and values of their department, college, and/or the University. STAR awards acknowledge the contribution of these deserving faculty by providing an increase to the faculty member's base compensation. Faculty chosen for STAR awards are strong teachers, scholars and leaders of the university community, and serve as an example of continuous post-tenure achievement in their respective disciplines.

Criteria: Department personnel committees (DPCs) will evaluate STAR applicants according to the three dimensions listed below. Criteria used to evaluate STAR program applications should be similar to those in Article 8 of the Faculty Senate Bylaws and relevant college and department personnel bylaws. Within each of the three areas below, DPCs are encouraged to develop discipline specific guidelines to determine faculty performance which requires College Council approval per clause 8.1.4. These criteria, in addition to being discipline specific, should also relate to priorities aligned with the university's mission, vision and values, including work related to diversity, equity and inclusion as well as leadership and engagement.

In the three areas below, faculty performance during the evaluation period should be considered at a strong level in at least two of the three areas and at least satisfactory in each of the three areas.

1. Teaching or librarianship
2. Scholarship and/or artistry
3. Service

Process:

- Applicants must have held the rank of professor at NIU for at least five years.
- Administrators returning to faculty status may not apply within 6 months of returning to faculty.
- Applicants will submit documentation of activities and contributions over the prior five years that align with the mission, vision and values of the University, college, and department/school by March 1st. DPCs may develop guidelines for submission materials.
- The evaluation period for each faculty member shall be the latter of the effective date of their most recent STAR award or the date of promotion to the rank of full professor.
- The DPC will review the applicant's materials using the general criteria above as well as department-specific elements codified in bylaws so long as they align and do not conflict with these criteria.

- Upon review and discussion, DPC members will vote whether the applicant's contributions meet the criteria and warrant the STAR recognition.
- If the DPC votes with at least 50% of DPC members approving the application, the applicant will receive a \$5,000 increase to base annual salary at the beginning of their appointment period in the subsequent academic year.
- If the DPC votes with the majority of DPC members rejecting the application, the applicant may request reconsideration of the DPC decision to the Department Chair within ten business days of being notified their application was rejected by the DPC. The Department Chair may affirm the decision of the DPC or reverse and approve the application. The outcome of the appeal decision by the Department Chair is final.
- An applicant who is unsuccessful may apply again the subsequent year.
- A bargaining unit member may receive the STAR salary increase no more frequently than once every six (6) years and may receive no more than three STAR increments during their faculty career at NIU.

The above purpose, criteria, and processes have been created under Article 24.7 of the agreement and will remain in effect during the term of the agreement through June 30, 2026.

Northern Illinois University Date Executive Vice President and Provost

United Faculty Alliance, University Date Professionals of Illinois, Local 4100, IFT, AFT, AFL-CIO