

TO: Fort Wayne Senate

FROM: Donna Holland, Chair Faculty Affairs Committee

SUBJECT: School of Education Governance Document

DATE: 11/19/2021

Whereas, The School of Education has created a new Governance Policy Manual; and

Whereas, new School of Education Promotion and Tenure Process and Procedures are contained

in that manual; and

Whereas, the School of Education and the Senate Faculty Affairs Committee have approved the new Promotion and Tenure Process and Procedures;

Be it Resolved, that the Senate approve the attached School of Education Governance Document Promotion and Tenures Processes and Procedures as a replacement for SD 02-17.



SCHOOL OF EDUCATION
GOVERNANCE DOCUMENT

Approved on 3.31.2021

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SCHOOL OF EDUCATION

I. GOVERNANCE

A. FACULTY

The members of the faculty include all tenure-track and tenured professors, clinical faculty (visiting or otherwise), as well as full-time instructors and/or continuing lecturers, but does not include limited term lecturers. Members of the faculty are hired within their respective departments.

B. DEPARTMENTS

Policy matters that impact the internal operations of departments will be resolved according to departmental policies and procedures.

C. DEPARTMENT CHAIRS

The responsibilities and duties for department chairs are delineated in Office of Academic Affairs [Memorandum 05-3: Authority and Responsibilities of the Department Chair](#). The chair will be reviewed annually by the Director of the SOE and by the faculty in her/his department. The Director of SOE will coordinate the review.

D. ASSOCIATE/ASSISTANT DIRECTOR

The Associate/Assistant Director of the SOE is appointed by the Director and reports to the Director. The responsibilities of the Associate/Assistant Director will be articulated by the Director in consultation with the Vice Chancellor for Academic Affairs. The Associate/Assistant Director will be reviewed annually by the Faculty in the SOE through university level procedures.

E. DIRECTOR

The responsibilities and duties for the Director are delineated in Office of Academic Affairs [Memorandum 05-2: Authority and Responsibilities of the Academic Dean](#). The Director will be reviewed annually by SOE faculty through university level procedures.

F. SOE COMMITTEES

As adapted from [SD 15-22 section 5.1](#), the SOE has established three types of committees: a policy committee, which shall be a standing committee charged with advising the School on substantive matters, and which may establish subcommittees to assist in their efforts; service committees, which shall be standing committees charged with assisting in routine operations of the School; and ad hoc committees, which shall

be established by the School for special purposes. All voting faculty are eligible to serve on SOE standing committees.

1. Standing Policy Committee:

- i. The Faculty Governance Committee shall consist of one voting faculty representative elected from each department to serve a two-year term. If a member is unable to attend, they may send a proxy, with voting privileges, from the voting members of their respective department. Members of the committee will elect a committee chair. Department chairs will serve as ex officio, non-voting members. The members of the Faculty Governance Committee will be charged with the execution of the general policies of the SOE as adopted by the faculty, including soliciting nominations and holding elections for elected positions on campus committees and subcommittees; ensuring that standing service committees within the School are staggered with equitable departmental representation; and communicating results of such elections to the Purdue Fort Wayne Senate.

2. Standing Service Committees:

- i. Assessment of Student Academic Achievement Committee (see section V)
- ii. Curriculum Committee (see section VI)
- iii. Appeals Committee (see section VII)

3. Ad Hoc Committees:

- i. Ad hoc committees are temporary committees created from time to time by the Director or the Faculty Governance Committee to address specific tasks in the SOE. Ad hoc committees will not supplant the duties of the Faculty Governance Committee or the service committees.

II. FACULTY

A. VOTING FACULTY

Voting faculty members, as defined in the [Constitution of the Faculty of Purdue Fort Wayne](#), include tenured and tenure-track faculty, as well as all those who hold the rank of assistant, associate, or full clinical professor. Whereas visiting faculty do not have voting rights at the university-level or for university-level decisions, the School of Education maintains that our visiting faculty have voting rights for School-level decisions.

B. EVALUATION OF TENURED & NON-TENURED FACULTY

Each faculty member is required to submit an annual report to their department chair as well as the Director. Guidelines and timelines are established by each department. Third-year reviews are required for all tenure-track faculty members in the SOE in conjunction with applicable department and senate guidelines and timelines.

C. SOE FACULTY MEETINGS

The Director will schedule School-level faculty meetings as needed. In addition, the chair of the Faculty Governance Committee can schedule meetings at the request of a simple majority of the members.

D. AMENDMENTS TO THE SOE GOVERNANCE DOCUMENT

The SOE Governance Document may be amended by a two-thirds majority vote of the SOE voting faculty. Voting shall be done electronically.

E. VOTING CLARIFICATION

Voting shall be done either electronically or face-to-face.

F. SENATE APPORTIONMENT, ELECTION, & REPLACEMENT

Purdue University Fort Wayne Senate allocation is determined by the ratio of one (1) Senator for every six (6) voting faculty within the School. In the School of Education each department is allotted at least one (1) Senate representative to be selected by the department, regardless of the number of voting faculty. If there are additional allotted Senators, then at-large Senate representatives would be elected from the voting faculty of the School in a process led by the Faculty Governance Committee.

A representative for each of the three (3) subcommittees for the Senate will be filled at the School level: Curriculum Review Subcommittee, Academic Computing and Information Technology Advisory Subcommittee, and Graduate Subcommittee. The Faculty Governance Committee will coordinate the election of the members on the

three (3) subcommittees when vacancies occur.

All voting faculty may serve in the Senate or on Senate Subcommittees, with the exception of visiting faculty regardless of their rank as assistant, associate, or full clinical professor, per the [Constitution of the Faculty of Purdue Fort Wayne](#).

III. Promotion and Tenure

A. POLICY & PROCEDURES FOR PROMOTION, TENURE, & THIRD-YEAR REVIEW

Promotion and Tenure is a time-honored process in higher education designed to encourage the advancement and scholarship of teaching, research/creative endeavor, and service through the professional development of faculty. Preparation of the dossier and compilation of evidence to support an application for Tenure and Promotion or Promotion is the sole responsibility of the candidate.

Candidates for tenure with promotion to Associate Professor must demonstrate excellence in either research or teaching with competence in service, research or teaching. Candidates for promotion to Professor must demonstrate excellence in research, teaching or service, with competence in service, research or teaching. The School of Education has adopted the following procedures to guide candidates, departments and the School through the process of Promotion and/or Tenure in compliance with the Purdue University Fort Wayne [SD 14-36: Procedures for Promotion and Tenure and Third Year Review](#).

B. PROMOTION & TENURE CASE PROCESS

Candidates seeking tenure and/or promotion must identify the Department Promotion and Tenure Criteria document that should be used to evaluate the case. The Departmental Promotion and Tenure Criteria used must have been in effect at some point during the six years preceding the submission of the case. The appointment letter of a faculty member to more than one academic unit shall identify that department whose tenure/promotion process shall apply to the appointee. The promotion and tenure criteria for each department shall be approved by the voting faculty in the respective department and approved by the School of Education, per SD 14-36. All cases for promotion and/or tenure shall pass sequentially through the decision levels below.

1. Candidate cases for promotion and/or tenure shall be considered at several levels in the following order (adapted from [SD 14-36](#)):

- i. Department committee
- ii. Chief academic officer of the department (i.e., Department Chair)
- iii. School committee
- iv. Chief academic officer of the School (i.e., Director)
- v. Purdue Fort Wayne (Purdue FW) campus committee
- vi. Chief academic officer of Purdue FW
- vii. The chief administrative officer at Purdue FW shall forward recommendations to the President of Purdue University

2. No information, other than updates to items in the case, can be added to the case after the vote and recommendation from the department level. The intent is that each level will be reviewing the same case. Each decision level is responsible for determining if items submitted after a case has cleared the department committee should be included in the case or considered to be new evidence that should be excluded (adapted from [SD 14-36](#)).

- i. Each decision level submits a letter of recommendation to the next level. Recommendations may not include attachments/supplemental information.
- ii. The administrator or committee chair at each level shall inform the candidate in writing of the vote tally or recommendation on the nomination, with a clear and complete statement of the reasons therefor, at the time the case is sent forward to the next level.
 1. When the vote is not unanimous, a written statement stipulating the majority opinion and the minority opinion must be included.
 2. The candidate may submit a written response to the statement to the administrator or the committee chair within 7 calendar days of the date of the recommendation and the written response must proceed with the case.
 3. At the same time that the case is sent forward to the next level, the administrator or committee chair shall also send a copy of the recommendation and statements of reasons, and the candidate's response, if any, to administrators and committee chairs at the lower level(s).
- iii. The deliberations of committees at all levels shall be strictly confidential, and only the chair may communicate a committee's decision to the candidate and to the next level. Within the confidential discussions of the committees, each member's vote on a case shall be openly declared. No abstentions or proxies are allowed. Committee members must be present, either in-person or virtually, during deliberations in order to vote.

3. The following rules shall apply for participation in the review process at any level (adapted from [SD 14-36](#)):

- i. Only tenured faculty may serve as voting members of promotion and tenure committees for tenure-track candidates at any level.

- ii. Clinical professors and associate professors may serve as voting members for clinical candidates.
- iii. No person shall serve as a voting member of any promotion/tenure committee during an academic year in which his or her nomination for promotion or tenure is under consideration, nor shall any individual make a recommendation on his or her own promotion or tenure nomination.
- iv. Individuals may serve and vote at the department level and one other level (i.e., either School or campus).
- v. The department level excepted, no individual shall serve in a voting or recommending role at more than one decision level. In order that this be accomplished, the campus committee shall be filled before School committees.
- vi. The Faculty Governance Committee of the School shall identify those individuals who are eligible to serve on the campus committee based on tenure status and prior service on a department P&T committee. Individuals who meet the minimum requirements shall be asked if they would like to have their names placed into consideration for the campus committee. A slate of interested individuals shall be developed and the School of Education voting faculty shall select two nominees. The nominees selected by the faculty shall be forwarded to the Office of Vice Chancellor for Academic Affairs for consideration.
- vii. Voting members of committees and chief academic officers shall recuse themselves from considering cases of candidates with whom they share significant credit for research or creative endeavor or other work which is a major part of the candidate's case or if they have other conflicts of interest. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. The next highest administrator will decide if a chief academic officer who collaborated with the candidate needs to recuse her/himself.
- viii. Any committee member, at any level, who recuses her/himself shall leave the room during the discussion of that case.
- ix. Chief academic officers who have written a letter of recommendation as part of the case will recuse themselves from discussion or vote on that candidate's case at a higher level.

C. DEPARTMENT P&T COMMITTEE

Each department in the School of Education follows the guiding principles as established in Purdue FW Senate Document [SD 14-36: Procedures for Promotion and/or Tenure and Third Year Review](#).

1. Establishing the department committee (adapted from [SD 14-36: 2.1.1](#)):

The department committee composition and functions shall be established according to a procedure adopted by the faculty of the department and approved by the faculty of the School with a majority vote. The Senate shall have the right of review of this procedure. The department committee shall follow procedures established by the faculty of the School or, in the absence of such procedures, by the Senate.

2. Composition of the department committee (adapted from [SD 14-36: 2.1.2](#)):

- i. The majority of the department committee shall be persons possessing the same or higher rank to which a candidate aspires.
- ii. If, by established departmental criteria, fewer than three persons are eligible to serve on the department committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the department committee.
 1. Persons outside of the department but within the School shall be considered for membership on the committee prior to persons outside of the School.
 2. If persons outside of the School are selected to serve on the committee, rationale for their participation must be documented by the chief academic officer of the School.
 3. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
- iii. Members of the department committee shall serve three-year staggered terms.
- iv. Members of the department committee shall elect a chair from among its members.
- v. The chief academic officer of the department may not serve on the department committee or participate in meetings.

- vi. Any faculty member subject to the procedures and guiding principles of promotion at Purdue FW shall have the opportunity to read and provide feedback on cases in their home department until such time as the department committee has made a recommendation regarding tenure and/or promotion. Any document that is provided does not become part of the case and does not move forward with the case.

3. The Role of the Department Committee ([adapted from SD 14-36: 2.1.3. & 2.1.4](#)):

- i. Review the evidence presented in the case.
- ii. Evaluate the case in light of department criteria.
- iii. Make a recommendation to the chief academic officer of the department in the form of a letter. The letter from the department committee shall be based on the case and department criteria and clearly state and explain the recommendation of the committee.

D. CHIEF ACADEMIC OFFICER OF THE DEPARTMENT ([adapted from SD 14-36: 2.2](#)):

The role of the chief academic officer of the department is to:

1. Review the case and compare to department criteria.
2. Review how well the process has adhered to the documented procedures to this point.
3. Review the recommendation of the lower level.
4. Make a recommendation to the School Committee in the form of a letter. The letter of recommendation from the chief academic officer of the department shall be based on the chief academic officer's review of the case in light of department criteria, the process to this point, and clearly state and explain the recommendation of the chief academic officer including an explanation of agreement or disagreement with the decision of the lower level.

E. SCHOOL P&T COMMITTEE

1. Establishing the School committee ([adapted from SD 14-36: 2.3.1](#)):

The School committee composition and functions shall be established by the School faculty, incorporated into the documents which define the procedures of faculty governance within the School, and approved by the Senate. This procedure shall be periodically published, simultaneously with the Bylaws of the Senate, as and when the Bylaws of the Senate are distributed.

2. **Composition of the School committee** ([adapted from SD 14-36: 2.3.2](#)):

- i. The Faculty Governance Committee will initiate and manage the process for selection of School committee membership.
- ii. Each department will submit the name of one eligible faculty to be its representative on the School committee. Total membership in the committee will be three. If after following established procedures, there are no faculty from a department to serve on the School committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the School committee. Persons outside of the department but within the School will be considered for membership on the committee prior to persons outside of the School. If persons outside of the School are selected to serve on the School level committee, rationale for their participation must be documented by the Chief Academic Officer of the School. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
- iii. There is no requirement that the majority of the School committee members be at the same or higher rank than the rank to which a candidate aspires.
- iv. Members of the School committee must have prior experience serving at a lower level in the process before serving on the School committee.
- v. Members of the School committee may serve at the department level, but not at the campus level in the promotion and tenure process while serving on the School committee.
- vi. Members of the School committee may not serve consecutive terms. Terms shall be for three years and must be staggered.
- vii. Members of the School committee shall elect a chair from among its members.
- viii. The chief academic officer of the School may not serve on the School committee or participate in the meetings.

3. Role of the School Committee ([adapted from SD 14-36: 2.3.3 & 2.3.4](#)):

- i. Review how well the process has adhered to the documented procedures to this point and ensure that the candidate has been afforded basic fairness and due process.
- ii. Review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels.
 1. The “basis of the decisions” is understood to specifically mean departmental criteria, as it is the responsibility of the School committee to ensure that the decision made at the lower level accurately reflects those criteria.
 - a. Due to the diversity of fields within our School, it is vital that the School Committee follows the criteria of each department.
- iii. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.
 1. In the circumstance that the School committee believes that a decision has been rendered at a lower level due to a misreading of departmental criteria, then the School Committee will identify those procedural discrepancies.
 - a. The purpose of this policy is to ensure due process for a candidate, as the School Committee is tasked with ensuring that the process has adhered to documented procedures.
- iv. Make a recommendation to the next level in the form of a letter. The letter of recommendation from the School committee shall be based on the committee’s review of the process to this point and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.

4. The Chief Academic Officer of the School ([adapted from SD 14-36: 2.4](#))

The Role of the Chief Academic Officer of the School is to:

- i. Review how well the process has adhered to the documented procedures to this point.

- ii. Review the recommendations of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels and may include consideration of evidence in the case as it compares to department criteria if a lower-level decision is judged to be contrary to the evidence.
- iii. Make a recommendation to the next level in the form of a letter.

The letter of recommendation from the chief academic officer of the School shall be based on the chief academic officer's review of the process to this point and must clearly state and explain the recommendation of the chief academic officer, including an explanation of agreement or disagreement with the decisions of lower levels.

5. Campus Promotion and Tenure Committee ([adapted from SD 14-36: 2.5](#))

The Faculty Governance Committee, in consultation with the chief academic officer of the School, will solicit eligible nominees for consideration by the voting faculty of the School. Faculty will vote for nominees and the two faculty names with the most votes will be sent to the Office of the Vice Chancellor for Academic Affairs for consideration for the Campus Promotion and Tenure Committee.

6. Third Year Review of Tenure-Track Faculty

It is in the best interest of PFW and the School of Education to see faculty succeed. One way to judge success for probationary faculty is to evaluate progress toward tenure and promotion at the midway point. Each department of the School of Education will develop, approve, and implement its own Third Year Review Process based on guidance in accordance with SD 14-36. Procedures must be explained in each department's policy document and approved by the School of Education. The following principles must be followed ([adapted from SD 14-36: 5.1-5.6](#)):

1. The procedure must make use of annual reviews (discussing performance in the previous year) and annual reappointments (discussing progress toward promotion and tenure).
2. Departments/programs must have a thorough formative review process that provides specific details about where improvement is needed and must be based on department criteria. The formative review must occur halfway through the third year.
3. The third-year review must be evaluated by the department promotion and tenure committee, who will submit their vote and recommendation to the chief academic officer of the department. Their vote and recommendation is also submitted to the tenure track faculty.

4. The chief academic officer of the department must comment on the case and the review from the committee.
5. The tenure track faculty member must have opportunities to respond during the reviews.
6. If, at any point during the probationary period, a chief academic officer at any level is not recommending the reappointment of a tenure track faculty, the input and vote of the promotion and tenure committee at the same level must be sought.

IV. Accreditation

A. UNIT

Programs and/or departments within the SOE may affiliate for the purpose of acquiring or maintaining accreditation.

B. FACULTY

Faculty members within an accreditation unit will be responsible for addressing all accreditation requirements.

V. Assessment of Student Academic Achievement

The Assessment of Student Academic Achievement Committee in the School of Education shall consist of one voting faculty representative elected from each department to serve a two-year term and shall be chaired by a member of that committee. The assessment process will include the evaluation of each program/department and a written summary following the guidelines in SD 15-6.

The Faculty Governance Committee in conjunction with the Associate/Assistant Director will oversee the School-level assessment process which includes assessments from each department in SOE in alignment with [SD 15-6 Assessment of Student Academic Achievement](#). This assessment report will be completed within the timeframe presented by the VCAA.

VI. Curriculum Review

The Curriculum Review Committee in the School of Education shall consist of one voting faculty representative elected from each department to serve a two-year term and shall be chaired by a member of that committee.

The Faculty Governance Committee in conjunction with the Associate/Assistant Director shall oversee the School-level curriculum review process in accordance with guidelines set forth in [SD 19-1: Changes to Academic Programs and Structures](#). The curriculum review process shall include review of undergraduate and graduate level proposals for new or revised academic programs and new or revised courses from each department in SOE. The process may also include examination of existing academic programs or courses when significant questions of proper sponsorship or academic quality arise, or as part of a PFW-wide effort to ensure the periodic review of academic programs by a body, functioning above the department level.

The Curriculum Review Committee shall be responsible for ensuring that new or revised academic programs and new or revised courses are evaluated based upon:

1. The rationale for the new or revised program or course.

2. The use of PFW resources.
3. The relationship among proposed and examined programs or courses.
4. Other effects of the proposed program or course on PFW and on PFW's constituents.

The Curriculum Review Committee shall either: (1) recommend to the Director of the School that reviewed proposals be advanced for additional campus-level reviews; or (2) provide feedback to the submitting Department with a request for revisions and resubmission.

VII. Grade Appeals

The Grade Appeals Committee in the School of Education shall consist of one voting faculty representative elected from each department to serve a two-year term and shall be chaired by a member of that committee. The Grade Appeals Committee shall review both undergraduate and graduate grade appeals as part of the "Step 2" process outlined in the PFW undergraduate and graduate catalogs.

Prior to September 1st of each academic year, the membership of the Grade Appeals Committee will meet to elect a Chair and review the following School procedures for hearing Step 2 grade appeals:

1. After a student receives a decision on their grade appeal at the Department level (i.e., Step 1), the student has three calendar weeks to file a written request to have their appeal reviewed by the Grade Appeals Committee of the School. Written appeals received more than three calendar weeks following a decision at the Department level (i.e., Step 1) will not be heard by the Grade Appeals Committee of the School.
2. As per the University Catalog, the student's Department Chair will direct the student procedurally in making an appeal to the Grade Appeals Committee of the School.
3. A School level grade appeal (i.e., Step 2) shall be initiated when a student files a written letter of appeal with their Department Chair requesting to have their grade appeal heard by the Grade Appeals Committee of the School.
4. The student's Department Chair shall record the date and time of the student's written appeal and immediately forward the student's written appeal to the Director's Office who will forward the student's appeal to the Chair of the Grade Appeals Committee of the School.
5. Within ten (10) business days of a student filing a written appeal through their

Department Chair, the Chair of the Grade Appeals Committee shall organize and communicate a date and time for the Grade Appeals Committee of the School to hear the student's appeal.

6. As per the University Catalog, the student filing a Step 2 grade appeal shall have the opportunity to be heard in person by the Grade Appeals Committee of the School. The Committee shall invite the instructor. The instructor has the right to determine if they will choose to attend and address the Committee.
7. The Grade Appeals Committee of the School will communicate a written decision within thirty (30) days of the student's submitted appeal. Per the process outlined in the undergraduate and graduate catalogs, this decision will be sent electronically by the Committee's Chair to the student and the instructor. A copy of the committee's procedures will be given to the vice chancellor for academic affairs, to the dean of students, and to students upon request.
8. As per the University Catalog, a student seeking to appeal a decision of the Grade Appeals Committee of the School must make an appointment with the Director of Students, who will direct the student procedurally in submitting the case to the University Grade Appeals Committee.