

Reubin O'D. Askew Department of Government
Bylaws

Adopted: 28 April 2025

**REUBIN O'D. ASKEW DEPARTMENT OF GOVERNMENT
AND WORLD LANGUAGES
BYLAWS**

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REUBIN O'D. ASKEW DEPARTMENT OF GOVERNMENT

AND WORLD LANGUAGES

BYLAWS

I. Name and Programs

A. The name of this unit is the Reubin O'D. Askew Department of Government and World Languages (herein referred to as the "Department"), in the College of Arts, Social Sciences and Humanities (CASSH) at the University of West Florida (UWF).

B. The Department consists of two sets of programs: Political Science, Pre-Law, and International Studies, on the one hand, and on the other, World Languages.

II. Mission of the Department

The primary goal of the Department is to educate students in our fields of study with the expectation that beyond graduation they will exercise the rights and responsibilities of citizenship as productive members of the communities in which they will live and work.

A. Mission of the Political Science/Pre-Law/International Studies Program.

The mission of these inter-related programs consists in the conservation, transmission, and development of a body of philosophical, theoretical, empirical, and practical knowledge about politics, international relations, and constitutional law. Preparing students for either further education in an academic discipline or the law, or for careers in the public and private sectors, domestic or international, as well as responsibly exercising the rights and responsibilities of citizenship are the primary goals of these programs. The study of any of these fields gives students a better understanding of the opportunities and challenges that they will encounter upon graduation. Another important purpose is to conduct pure and applied research together with the dissemination of the results of this research in publications and public presentations. Not to be overlooked is the public service to the campus community, the profession, and the city and region in which UWF is located. In pursuit of this mission, our faculty strives to foster the spirit of rational inquiry, civil discussion and debate, and the love of truth which constitute the intellectual heritage of a liberal education.

B. Mission of the World Languages Program.

The World Languages program in the Department fosters the study of languages and cultures providing students with a program focused on communication and cultural awareness while understanding and respecting other cultures as well as their own. The program prepares students to successfully engage with a diverse, multicultural, and multilingual world, within their communities and places of employment.

III. Structure of the Department

A. Voting Rights.

Full-time (non-visiting) faculty holding the rank of Instructor, Lecturer, Assistant Professor, Associate Professor, and Professor shall vote on all Department matters that cut across the programs that are submitted for a vote. The faculty may, by absolute majority vote, extend voting rights to other persons associated with the Department. A quorum is defined as 50% + one of the voting faculty, including the Chair. In case of a tie, the Chair prevails. Faculty members may register their vote on specified issues in writing with the Chair in advance of the meeting.

B. Role of the Chair.

The Chair is a key administrative officer in maintaining the quality of the University and a sense of belonging to the University and support for its purposes among the faculty members. Not only is the Chair responsible to the formal administrative structure, but he/she is also responsible to faculty colleagues, students, and faculty governance units.

The Chair's responsibilities and authority include the following.¹

The Chair is responsible to the College Dean:

1. Carrying out the policies of the University and the College and the specific directions of the Dean.
2. Assisting in the formulation of College and/or University goals and policies.
3. Representing the view of the Dean to members of his/her faculty.

¹ We appreciate the social contract language utilized in the Department of History and adopt many of their standards with little modification here.

4. Submitting five-year and annual planning documents that are consistent with the University and College missions and strategic goals as well as the aspirations of the Department.
5. Enhancing the achievement of University and College goals through evaluations, disciplinary actions, and recommendations for merit raises, appointments, promotions, and tenure.
6. Formulation of budgetary requirements and the careful and effective management of activities of the unit within the funds allocated.
7. Handling of faculty grievances in accordance with established procedure.
8. Fostering and encouraging cooperation between and among faculty units to enhance the efficiency and/or effectiveness of the College and University as a whole.
9. Ensuring that all hiring is consistent with national, state, and University EEO/AA policies and procedures.
10. Ensuring that all employment actions and all student program and activity actions are consistent with national, state, and University policies and procedures related to individuals with disabilities; ensuring that interactions between and among faculty and students are free from sexual, racial, and other forms of bias and harassment.
11. Actively participating in the process of recruitment of students.

The Chair is responsible to members of the faculty unit:

1. Fostering consensus-building in Departmental discussions and decision-making.
2. Communicating regularly throughout the academic year with the faculty on all matters of importance.
3. Managing all Departmental budget accounts, including Foundation Accounts, transparently and according to purposes agreed upon by the faculty.
4. Acting as the spokesperson for the unit to persons and organizations outside the unit, both within and without the University.
5. Stimulating innovative programs and activities within the University.
6. Stimulating innovative programs and activities within the faculty unit that are in harmony with the overall goals of the College and the University.
7. Creating an environment for and fostering opportunities for scholarship and professional growth of members of the faculty unit, especially in terms of teaching, advisement, and service.
8. Engaging in teaching and research activities in a manner that does not detract from his/her responsibilities as a Chair.
9. Supporting continued faculty development.

10. Mentoring faculty on tenure-track requirements and evaluating all faculty.
11. Administering the Collective Bargaining Agreement at the Departmental level.

The Chair is responsible to students:

1. Ensuring that the needs and aspirations of students, while enrolled at UWF and subsequent to graduation, are reflected in the curriculum, course schedules, course content and quality, teaching quality, facilities, and attitudes of faculty members of the unit.
2. Representing the needs and aspirations of majors and other students to members of other disciplines and gaining interdisciplinary cooperation of faculty and administrators in meeting those needs and aspirations.
3. Providing an interface between students and professional groups outside the University.
4. Handling student suspensions, readmissions, probationary decisions, and graduate admissions in a manner that enhances the overall quality of the University.
5. Handling student grievances and complaints in keeping with policies and procedures identified in the Student Handbook.

The Chair is responsible to staff:

1. Assigning work and defining work expectations that are reasonable and equitable.
2. Ensuring that an appropriate work environment is provided.
3. Ensuring that support personnel are treated with dignity and respect by faculty and students.
4. Encouraging participation in professional development activities and assigning duties to prepare for promotional and other advancement opportunities.

The Chair is responsible to governing bodies:

1. Participating actively on committees and councils as appropriate.
2. Recommending membership on committees and ensuring active and dedicated participation of members of the faculty unit in various committees and councils of the University.
3. Cooperating with and carrying out the decisions and policies established through various governing bodies.

The Chair has authority within the faculty unit to do the following:

1. Approving academic programs and priorities within the faculty unit for presentation to various approving bodies, the Dean, and the Provost/Academic Vice President.
2. Assigning academic counseling, coordinating, and teaching responsibilities.
3. Canceling classes if they do not meet the Department's enrollment management plan and reassign teaching responsibilities to meet contract obligations.
4. Approving budget proposals for submission to higher authority.
5. Allocating resources in support of teaching and research functions within the unit.
6. Initiating recruitment actions and providing recommendations to the final hiring authority consistent with EEO/AA policies, goals, and procedures.
7. Evaluating faculty and making recommendations for promotion, tenure, and disciplinary action.
8. Recommending initial salaries at the time of hire and annual salary increases within guidelines established by the BOT, Provost, and the College Dean.
9. Exercising direct supervision over staff assigned to the unit, including hiring and performance evaluation.
10. Where there are conflicts between or among the above duties, such conflicts shall be resolved, subject to federal and state laws and regulations, in priority of:
 - a. the professional standards of the American Political Science Association
 - b. the obligations to students
 - c. the obligations to faculty
 - d. the obligations to higher administrators

Faculty Responsibilities to the Chair and Department:

1. Supporting the Department and its initiatives.
2. Contributing actively to the development of students within the Department at all levels.
3. Providing ideas and feedback to the Chair regarding Departmental priorities.
4. Participating in Departmental planning.
5. Providing service upon request and within reason.

6. Keeping the Chair regularly informed regarding needs related to work performance.
7. Keeping the Chair regularly informed regarding work progress across the areas of teaching, research, and service.
8. Communicating plans to the Chair in advance of undertaking individual initiatives that will impact the Department, its students, its programs and curriculum, and/or the Chair.
9. Supporting the Department and its initiatives.
10. Fostering a climate of collegiality and mutual support within the Department.

Eligibility and Chair's schedule of evaluation and term of service.

Given the mutual responsibilities of the Chair and Faculty to each other, and acknowledging the Dean of the College's prerogative on appointments, it is the wish of the faculty of the Department that:

1. Only tenured Associate Professors or Professors are eligible to serve as Chair.
2. The term of the Chair is three years, at the end of which the Dean of the College shall consult with the faculty on the incumbent's performance according to the set of criteria specified in section II.B. before reappointing the incumbent for a second consecutive term.
3. Any year served as interim shall count toward the three-year term.
4. There is a presumption against anyone serving more than two consecutive three-year terms unless all other eligible members decline to serve in this position. Ideally, at least two of the eligible faculty will wish to be considered, at which time the Dean will consult with the faculty before making a choice.
5. If only one other member of the faculty wishes to be considered, the Dean shall consult with the faculty before making a new appointment or, if the recommendation of the Faculty on the aspirant is not favorable, reappoint the incumbent.

C. Committees.

The faculty shall sit as a committee of the whole for Department business cutting across programs. Matters of curriculum, hiring, and other academic major-specific concerns that pertain only to one or the other program housed in the Department shall be handled by committees of their respective members, except that members from the other program may be invited to participate as

needed. This may include faculty hiring², curriculum development and planning, assessment, events -programming -and outreach, and other matters. Additionally, the Chair may appoint ad hoc committees for special purposes as needed.

Mentoring Committees shall be formed by the Chair for new tenure-track faculty when they join the Department. These committees will consist of faculty holding associate professor or higher rank and generally will include at least two members of this Department. The committee will meet at least once a year with the faculty member toward the end of the spring semester. The committee will provide an evaluation of present performance and offer guidance on strategies for achieving tenure and promotion to both the candidate and Department Chair. More frequent meetings of the whole or individuals on the committee with the faculty member are encouraged but not required. Mentoring Committees will be Chaired by faculty within the Department. An effort will be made to include at least one member who shares some of the same scholarly interests as the candidate.

A Third Year Review Committee will be appointed by the Chair by the end of September in the academic year in which a tenure-track faculty member comes up for the third year review. The Committee will consist of three faculty holding associate professor or higher rank and generally will include at least two members of this Department. Normally, the Third Year Review Committee will include members of the Mentoring Committee. The committee will meet at least once toward the end of the spring semester. It will provide a written evaluation to the candidate and Department Chair summarizing strengths and areas of improvement identified in the three areas of responsibility including teaching, scholarly activity, and service by the end of April. The Department Chair may draw from and or refer to insight from the third year review in the annual evaluation recommendation that year. The committee will be responsible for reviewing materials provided to it no later than March 30 of the academic year of the third year review by the Department Chair. Candidates must provide materials for review to the Department Chair by March 25. Materials provided should include a 2-3 page Statement of Contributions, CV, Letter of Initial Appointment, evidence of teaching effectiveness, evidence of scholarly activity output (note: see Appendix 1 section for each program for a description of what constitutes scholarly activity, and evidence of service effectiveness).

A Departmental Personnel Committee serves to evaluate candidates for promotion decisions. The membership shall consist of all tenured faculty of rank about or above that to which the individual being evaluated has applied as a candidate, and chaired by the highest ranking member unless the member

² The Chair will nominate members of faculty search committees, which may contain a subset of the full Departmental membership. The full faculty will vote to approve search committee composition and any member may provide feedback to the search committee on candidates observed during the campus visit.

declines, in which case the Chair will appoint one. The committee will provide to the Department Chair their recommendation in the form mandated by the University Tenure and Promotion Guidelines no later than the middle of September typically or within two (2) weeks of the candidate submitting their dossier materials to the Department.

IV. Meetings of the Department

There shall be at least one faculty meeting in each of the fall and spring semesters. Notice will be given at least one week prior to a Departmental meeting, with the exception of emergency meetings called by the Chair. Typically, meetings will be scheduled during times broadly convenient for all faculty, such as a midday common hour when classes are not scheduled. Faculty may place items on the agenda by giving notice to the Department Chair at least 48 hours in advance of the called meeting, unless exigent last minute items arise and warrant late addition. Any three faculty may call a meeting on their own motion at any time. It is the intent of this section that the Department meetings shall be arranged timely and efficiently to serve Department needs. Robert's Rules of Order shall prevail when appropriate. All full-time faculty (1.0 FTE) are expected to attend these meetings. Remote attendance via telephone or video conference may be possible under particular circumstances, but this should be the exception and not the norm.

At each Departmental meeting, on a rotating basis, a voting member will be responsible for taking meeting minutes, which will include a summary of the main points discussed and all decisions. The Chair may opt to assume this responsibility. The meeting minutes will be provided to the Chair who will distribute to all attendees within a reasonable time for review and corrections and then again the corrected minutes within a week and then again a week before the next meeting. If the Chair takes the minutes, he or she will proceed in the same manner, distributing a draft within a week and allow another week for comments or corrections before finalizing the minutes for redistribution. The first item on the agenda at the next Department meeting shall open with a vote on accepting, rejecting, or amending the meeting minutes.

V. Academic Policies of the Department

A. All proposed changes in structure, academic policy, and curricula must be approved by the majority vote of eligible faculty. By "eligible faculty" we mean those who oversee and/or regularly teach courses within a given academic major or program.

B. Grading and examination policies are left to the professional judgment of the classroom instructor. These policies should be made clear to students at the beginning of classes. The type of examination, including its scope, must be determined by the instructor in accordance with class objectives.

C. Student concerns about the fairness of a faculty member's grading or the fairness or appropriateness of an examination shall follow the grievance process outlined by the University.

VI. Personnel Policies/Procedures

A. It is the intent of the faculty that all personnel policies and procedures contribute to the collegial well-being of the Department. The BOR-UFF collective bargaining agreement shall be implemented collegially.

B. Recruitment/selection of new faculty: Search committees for full-time faculty will be formed by the Chair according to guidelines from Human Resources and the College Dean. All eligible Departmental faculty may request in writing to the Chair to be included on a faculty search committee as the Department values the committee of the whole approach to hiring. The Chair will present a list of nominated members of faculty search committees to the whole faculty for majority approval unless the search committee is a committee of the whole.

C. Annual evaluation criteria and procedures: Annual evaluations are the responsibility of the Chair. The Chair shall consider all materials and evidence submitted by the faculty member according to Departmental tenure and promotion criteria in accordance with College procedures for the submission of the annual self-evaluation by faculty. It is expected that the Chair will do this in a collegial and generous spirit.

D. Faculty on tenure track shall be evaluated by a third year review committee near the completion of their third academic year. The personnel committee (which may be larger than the third-year review committee) shall evaluate all candidates for promotion and/or tenure. The results of all evaluations shall be communicated to the Chair and insights from the third year review may inform the annual review by the Chair upon the conclusion of the third year (see Section X for more on third year review committees).

E. Subject to the provisions of the Collective Bargaining Agreement, in the event that awarding merit pay were to be vested in the Chair, eligible faculty within each program shall make explicit the criteria to be used. No other criteria may be admitted.

F. Tenure/promotion criteria and review procedures: The faculty shall make explicit the criteria to be used [see Appendix sections for program-specific guidelines on Retention, Tenure, and Promotion]. No other criteria may be admitted.

G. Procedures for making annual work assignments: This document shall be considered by the Chair and by the faculty as the single most crucial document for both the faculty member and the Department. The document shall set forth the teaching assignment for the following academic year in as much detail as possible. Also, the document shall address research and service responsibilities for the coming year. Since the annual work assignment is to be viewed as a developmental tool, the faculty member and the Chair jointly shall establish goals that are demanding, feasible, and equitable relative to other faculty. It is expected that faculty activity reporting will correspond directly with the faculty work assignment.

H. Post-Tenure Review (PTR): The University of West Florida adheres to Florida Board of Governors' Regulation 10.003, as well as Article 11 of the Collective Bargaining Agreement, in all matters relating to post-tenure review. Under current Florida statute, PTR is assessed every five years after a faculty member receives tenure. The chair and faculty members shall refer to the promotion criteria stipulated in Appendix 1 as the reference for the PTR assessment.

I. Policy for overload teaching opportunities: No faculty member shall be required to engage in overload teaching, but all faculty members who desire to do overload teaching shall have an opportunity to do so in their fields of expertise and where there is sufficient enrollment demand according to the verdict of the Chair and/or College Dean. Faculty members shall be encouraged to work through the Chair to promote their overload courses in order to secure appropriate numbers of students. In those areas where more than one faculty member has expertise, the overload teaching shall be assigned on a rotational basis.

J. Policy for summer supplemental contract opportunities: All faculty shall be given the opportunity to teach in the summer, depending on the availability of resources. If there are not enough lines for at least half lines for everyone, a rotational system shall be employed.

K. Office hour policies: Full-time faculty shall be available to students through a minimum of two hours per assigned course, per week, reasonably distributed through several days and time blocks; part-time faculty shall be available to students through a minimum of two office hours per week. Faculty may substitute virtual availability to students by means of scheduled phone or online conferencing appointments.

VII. Student-Related Policies and Procedures

Faculty are expected to make themselves available to students for the purpose of student professional development. Faculty are encouraged to support or create events related to student professional development, encouraged to guide students interested in careers or advanced academic study in pursuit of these endeavors, and expected to maintain professional conduct in all interactions with students.

The faculty shall nominate the outstanding student awardees on the basis of academic merit and extracurricular achievement.

The Department shall follow the policies of the College Academic Standards Committee and/or Student Affairs regarding the procedure for student grievances and complaints. The grievance procedure is outlined in the UWF Student Handbook.

VIII. Resources: Planning and Budgeting

The Department Office Manager shall maintain an up-to-date budget report, showing encumbrances and allowances on all departmental accounts, including Foundation accounts. A budget status update on all accounts will typically be provided at all departmental meetings and any other time upon request by any member of the faculty. Requests to review the budget should be directed to the Department Chair and must allow for periods of budget updating that are ongoing culminating in the annual academic budget cycle of July 1 to June 30. Faculty may discuss the budget with the Chair at any time upon request.

IX. Planning and Reviewing Processes

Department programs shall be reviewed periodically at the call of the Department Chair, the faculty, or coincident with the official program review process. The five-year planning process shall provide an annual review of the basic program; the periodic review should focus on broader questions of program direction. All Department faculty have the right to be informed of and to participate in the final review and decision-making process of the program review.

The Department understands that Program Review is a necessary part of the accreditation process and of gauging the status of the program. The Department relies upon the policy and guidelines for Program Review supplied by Academic Affairs with the additional caveat that faculty will help in determining reviewers through consultation with the Chair and the Dean of the College of Arts, Social Sciences, and Humanities. Initial communication with reviewers is done by the

Dean. Final decision of reviewers is made by the Dean from the list provided by the department and after consultation with the Chair.

X. Adoption

This document shall go into effect upon adoption by an absolute majority vote of the voting faculty. Revisions may be made by following the provisions under 'Meetings of the Department' and upon approval by absolute majority vote. [The original bylaws were adopted in 1989. See Addendum, History of the Bylaws.]

APPENDIX 1: Political Science Program

Part One. Guidelines for Retention, Tenure, and Promotion

Tenured and tenure-earning faculty shall be evaluated on the basis of performance in teaching, scholarship and service. Full-time non tenure-earning faculty shall be evaluated on the basis of teaching and service only according to the same criteria.

I. General

The Faculty of the Department expects all its members to perform competently in teaching and academic advising, research and creative activities, and service. A faculty member's specific responsibilities in each evaluation period shall be identified by the Department Chair in the annual work assignment and its modifications, subject to the provisions of the BOT-UFF agreement.

II. Assessment of Competence

Judgments of competence shall be made by the Chair, who may solicit the advice of other faculty members. To a substantial degree, the competence of each faculty member shall be judged in terms of the specific tasks assigned and goals established in the annual work assignment. It is recognized that all criteria cannot be stated quantitatively and that the evaluation of a faculty member is dependent necessarily upon the professional judgments of peers. The evaluation of colleagues shall be conducted in a collegial and generous spirit, with the strongest regard both for academic standards and fairness. Some scholarly, teaching, and service items may receive credit across multiple assessment years. Examples include publishing a book, receiving a campus teaching award, or serving as faculty senate president. All judgments will be explicitly justified in writing.

III. Retention

Non-tenure track faculty members shall be rehired from year to year so long as their performance meets expectations. The Chair's evaluation shall state clearly whether or not the faculty member's performance is judged unsatisfactory in any area of responsibility. If the evaluation so states, the Chair shall offer positive assistance to the faculty member, and may call upon tenured faculty members to assist. If performance in one or more of the areas has been judged unsatisfactory, the faculty member normally shall be given one additional academic year of

employment. If the faculty member's performance is not raised to meet expectations in that evaluation period, the faculty member shall not be given a contract for the next academic year.

IV. Tenure and Promotion

A. Lecturers and Instructors.

UWF guidelines for promotion to the ranks of Senior Instructor and Senior Lecturer state that UWF departments should develop departmental criteria for promotion to the ranks of Senior Lecturer and Senior Instructor in addition to the minimum University criteria for promotion to these positions. The Department of Government requires that successful candidates for promotion to the ranks of Senior Instructor or Senior Lecturer meet at least one of the following additional departmental criteria:

- The candidate has an established record of annual evaluation ratings, and a majority of the ratings (inclusive of all Dean and Chair annual ratings) are at the level of "Exceeds Expectations."; *OR*
- The candidate has an established and documented record of incorporating high-impact practices into their teaching and service. The University provides examples of the types of practices that qualify as HIPs here: [High-Impact Practices | University of West Florida](#). This list is not exhaustive. However, the scope and spirit of the activities identified by the University should guide an understanding of what constitutes a HIP; *OR*
- The candidate has an established and documented record of service at the Department and College level with additional service initiatives that impact the University, community, and/or the faculty member's academic, creative, and scholarly discipline(s). The department extends the annual evaluation guidelines' service activity examples in the Department of Government bylaws to the eligible service activities for promotion review to the ranks of Senior Instructor or Senior Lecturer; *OR*
- The candidate has an established and documented record of administrative work at the "Meets" or "Exceeds Expectations" level at UWF (in addition to the candidate's teaching and service expectations). These administrative activities may be in a formalized role such as Coordinator, Director, or Assistant/Associate Chair, or in another recognized administrative role that emphasizes the oversight, direction/coordination, and/or mentorship of faculty peers or students. These types of administrative duties should be reflected in the

candidate's work assignments and annual evaluations during some or all of the pre-promotion window of employment. These activities should contribute to the functional success of the Department, College, and/or University. And, once again, evaluated in a collegial and generous spirit.

B. Tenure-Track Faculty.

Tenure and promotion to Associate Professor or Professor are significant milestones in a faculty member's career. Admittance to each stage is not attained based on the mere sum of annual ratings or years on the faculty, but rather on a comprehensive evaluation of the candidate's career to date and promise for the future. Normally promotion to Associate Professor and tenure shall be applied for and awarded simultaneously no earlier than in their sixth year on the Faculty.

Awarding of tenure represents full admittance to the community of teacher-scholars at UWF. It reflects a record of teaching, scholarship, and service that consistently meets expectations for at least three years prior to the application. The record shall be such that the candidate merits confidence that he or she will exercise academic freedom for its intended purpose, specifically to practice his or her discipline or art without being constrained by a reigning orthodoxy or party line. This freedom is particularly cherished in the discipline of political science, for our members are expected to inquire into all matters concerning politics and government, letting the chips fall where they may and, at the same time, respecting the freedom of others to do the same, colleagues and students alike.

What follows are the specific *minimum* requirements to receive a favorable recommendation for tenure or promotion to associate professor or professor in the Department. All contributions are subject to evaluation for quality as well as quantity, and this necessarily involves a degree of professional judgment on the part of colleagues, external reviewers, and the Department Chair.

Tenure.

The Department of Government expects all candidates for tenure to have been rated in all three years prior to candidacy as meeting or exceeding expectations in teaching, scholarship, and service. Establishing a clear research agenda is demonstrated in conference papers, article submissions, and publications. Service in department and college or university committees is also required for a positive recommendation. For elaboration on these three stools on which tenure and promotion rest, see the respective "Notes" on teaching, scholarship, and service, below.

Promotion to Associate Professor.

Candidates for promotion to Associate Professor must meet or exceed expectations in teaching, scholarship, and service in the three years prior to candidacy, and exceed expectations in teaching or scholarship for at least one of those years. The candidate is expected to meet the scholarship requirement in one of the following three ways after beginning employment at the University of West Florida:

(1) publication of at least three peer-reviewed scholarly journal articles

Or

(2) publication of one scholarly book (presumably based on the dissertation) or three articles (for those with a three-paper dissertation) plus one more item – either a scholarly journal article or a book chapter in a substantive area of political science research

Or

(3) one scholarly book beyond the dissertation project, by which we mean one that is not a revised version of the dissertation.

For elaboration, see “Note on Scholarship Activity,” below.

Promotion to Professor.

A candidate for promotion to the highest rank must spend at least five years in rank as Associate Professor although, again, time in rank is no qualification for promotion. The candidate is expected to demonstrate a consistent record in all areas of evaluations since the last promotion. In at least three of the most recent five years prior to applying for promotion, the candidate must exceed expectations in scholarship and in teaching or service in two of the five previous years. The highest rating on scholarship may be evidenced by the number of items published since the last promotion, although, again, judgment may be brought to bear in significant ways. For example, an article in the *American Political Science Review* may count as double or triple the usual weight. Also, sole or first authorship of an article may weigh more heavily than multi-author publications. Any such judgment calls shall be justified in writing by both the candidate and the Chair, the latter doing so in a collegial and generous spirit.

(1) publication of at least five peer-reviewed scholarly journal articles (or their equivalent) in the discipline since the last promotion

Or

- (2) publication of one scholarly book (beyond the dissertation) plus three more articles or book chapters in the discipline since the last promotion

Or

- (3) publication of two scholarly books (beyond the dissertation) since the last promotion

AND

- (4) evidence that the candidate's scholarship is valued by members of the discipline, such as citations to the candidate's work in books and peer-reviewed journal articles as demonstrated in Google Scholar or some other citations index.

Note on Teaching.

The following factors are recognized to be significant elements of teaching performance.

- Being available for academic consultation and professional mentoring on a regular basis.
- Treating all students fairly and courteously--in a word, professionally.
- Regularly updating course materials according to ongoing developments in the field.
- Coming to class well-prepared so that class time is used effectively and appropriately.
- Setting course requirements and grading practices consistent with challenging academic standards.
- Experimenting with innovative methods.
- Teaching awards.

Note on Scholarly Activity.

- All scholarly activity counted for tenure and promotion decisions must be in a substantive area of scholarship in the field for which the faculty member was hired, broadly construed.
- Evidence of rigorous peer review is important in assessing the quality of work and may be evidenced in many ways, including journal standards for

peer review, reviewer comments, and invitations to submit in one's area based on expertise rather than personal acquaintance, among others.

- Editing a scholarly book counts as $\frac{1}{2}$ of a book for the purpose of promotion to a higher rank, provided it includes an introduction and concluding chapter by the editor. Additional chapters by the editor count, as well. If the book is co-edited, then it counts as $\frac{1}{3}$ of a book. Additionally with edited volumes, if one substantive chapter is authored, the work is treated as a book chapter. If, besides a substantive chapter, the candidate serving as editor contributed an introductory and a concluding chapter, then the work is treated as a peer-reviewed article.
- A textbook may be counted as a scholarly book for promotion to Professor but not Associate Professor.
- A scholarly book typically has a page count of 150 or more printed pages. Shorter books or monographs in political science typically range from 60 to 100 pages. Work of an in-between length will be weighed in terms of quality by the Department Chair letter and justified in the candidate's statement of scholarly activity, again in a collegial and generous spirit.
- Quantitative measures do not replace professional judgment. The Department or its faculty may render a decision that deviates from the expectations outlined above, but their reasoning (which may include a particularly high-impact publication or a particularly glaring weakness in performance), should be justified in writing.

Note on Service.

- The Department of Government expects and encourages its members to make service contributions to the University, to the profession, and to the community at large.
- Service starts at the level of the Department. Collegiality is an essential aspect of that. Therefore, a faculty member is expected to treat colleagues with respect, deal with disagreements in a professional manner, and bring unresolved conflicts/disagreements to the attention of the Chair, who shall attempt to resolve the conflict with the parties involved. As well as respectful and courteous treatment of our peers and active participation in departmental decision-making, collegiality may, as time permits, extend to sharing our expertise by reading and commenting on others' papers, helping peers with statistical, methodological, or computer related challenges, and otherwise lending support and encouragement to our fellows.

- Outside the Department, service activities include, but are not limited to, the following: active membership in college and university committees; advising or sponsoring student organizations; active membership and election or appointment to local, regional, or national office in a professional association; active membership and election or appointment to an advisory or policy-making body in the community; staffing governmental bodies and other public sector or non-profit organizations; lecturing to high school students and giving speeches to community organizations; appearing on television and radio programs; and writing guest editorials on issues of public interest.

Part Two. Annual Evaluation Criteria for Ratings

The Chair of the Department annually evaluates the professional performance and collegial conduct of the tenure-track and tenured faculty of the Department in all three areas of responsibility: teaching, scholarship, and service. All faculty members are expected to meet expectations in all three areas. An untenured faculty member is assessed in terms of potential as well as actual performance as indicated in an annual “progress toward tenure” statement. In assessing the performance of untenured faculty the Department Chair may consult senior faculty (tenured associate or full professors).

The Chair of the Department annually evaluates the professional performance and collegial conduct of all members of the faculty of the Department.

All evaluative ratings shown below shall be justified by evidence submitted by the faculty member. The evidence may consist of copies of award letters, copies of acceptance letters or published articles, or books and conference papers; third year review or mentoring committee letter, etc. In other cases, evidence may take the form of written affirmation and accompanying paper- or e-work (e.g., syllabi). Unassigned means a voluntarily assumed extra responsibility not included in the annual work assignment. Also, again we affirm that these guidelines, as comprehensive as attempted, are meant to inform but not substitute for the judgment of personnel committees and the Department Chair.

What follows are the criteria for evaluating performance in each of the areas of a faculty member’s responsibilities.

Normally, the overall rating will reflect approximately a weighted average of the three areas of evaluation. Generally teaching and scholarship count more than service, but the actual weights may vary depending on circumstances. For example, a teaching, research, or service award by the university or professional association may tip the balance in favor of that category of evaluation in that particular year. In other words, the Department Chair may consider that a truly

extraordinary performance in any one area warrants an overall rating of exceeding expectations as well. The same may result at the opposite extreme: unprofessional or unethical conduct in any one area may be so egregious that the Department Chair may rate the faculty member as not meeting expectations in the overall evaluation.

I. Teaching

Teaching involves classroom instruction as well as advising and tutoring beyond the classroom. Teaching demonstrates how to acquire substantive knowledge and analytical skills, sets challenging goals for students to achieve in the course of a semester, and fairly assesses their performance, which includes careful distinctions among levels of attainment

Criteria that may be used in the evaluation of teaching include:

- designing syllabi, course assignments, testing procedures, attendance requirements, grading standards, and record-keeping that adhere to rigorous academic standards and University requirements and ensure the equitable treatment of students
- maintaining adequate office hours virtually or in person
- student assessment of instruction
- clear and effective communication in the classroom or online environment
- peer evaluations of teaching, such as those of Department Chair and (optional) a peer observer or Department mentor
- quality of student work
- quality of work / mentoring with students, e.g.:
 - product of student work showing advanced competence/skills
 - guidance in student research, conference papers, and other research presentations
 - guidance in career or educational goals (graduate school, law school, job applications, study abroad programs, etc.)
 - guidance in preparation for student competitions, or in other forms of student development
 - letters of recommendation for advanced-educational/career/professional purposes
 - unsolicited communication from alumni attesting to the long-term impact of the teaching on their career or education choices beyond UWF
- Master's level comprehensive exam committee service, supervision of graduate theses, supervision of research seminar papers, supervision of honors' theses
- participation in the Department's assessment plan: General Education and/or Major Programs and/or Graduate Programs

- participation in teaching development programs, including conference, workshop, or seminars related to subject areas taught
- working with students on independent study and/or sponsored research
- collaborating with other campus units or institutions on teaching initiatives and programming
- contributing to and/or leading study abroad programs
- writing and/or supporting grant applications for teaching or pedagogy
- report from class visit conducted by a colleague or other peer
- design of new pedagogies, modalities, courses, and/or programs
- organization and planning of courses
- punctuality in classroom attendance, grading assignments, etc.
- evidence of scholarship and currency in subject area in selection of topics, resource materials, and content of lectures
- receiving teaching awards and/or other accomplishments (such as nominations) related to teaching
- obtaining HIP course designations unsolicited student comments/feedback

Annual Evaluation Criteria.

- Exceeds Expectations: Evidence of high and/or innovative student engagement across multiple courses or domains, and beyond required teaching practices, such as maintaining office hours and creating thorough syllabi. Examples of high/innovative student engagement include but are not limited to participation in teaching development, receiving a teaching award, evidence of student scholarship at conferences such as the OUR Symposium). Quantitative evidence of high/innovative student engagement can include three or more of the above-listed accomplishments or other activities, which go beyond the basic requirements of teaching.
- Meets Expectations: Consistently fulfills teaching assignment at the level and quality stipulated in faculty employment letter. Examples of fulfilling the teaching assignment include maintaining clear and effective communication with students, adequate office hours, developing adequate syllabi, course assignments, testing procedures, attendance requirements, grading standards, and record-keeping that adhere to rigorous academic standards and University requirements and ensure the equitable treatment of students.
- Does Not Meet Expectations: Little evidence of teaching quality, engagement, and/or measures to make improvements. Does not fulfill two or more of the following requirements: maintaining clear and effective communication with students, adequate office hours, developing adequate syllabi, course assignments, testing procedures, attendance requirements, grading standards, and record-keeping that adhere to rigorous academic

- standards and University requirements and ensure the equitable treatment of students.
- Unsatisfactory: Evidence of failure to complete basic requirements, chronic neglect of student support, uneven or unfair assessment practices, violations of professional ethics, and/or abusive behavior toward students, as evidenced by multiple reports submitted through the appropriate university offices and feedback provided from the chair of the department. Does not fulfill any of the following requirements: maintaining clear and effective communication with students, adequate office hours, developing adequate syllabi, course assignments, testing procedures, attendance requirements, grading standards, and record-keeping that adhere to rigorous academic standards and University requirements and ensure the equitable treatment of students.

II. Scholarly Activity

Faculty members in tenure or tenure-earning appointments are expected to be actively engaged in scholarship. This requirement is fulfilled by some combination of the activities listed below. Items are divided into three lists numbered according to how many years they contribute to annual evaluations. For example, publishing a scholarly book counts as evidence of research in the year it was published and the following two years (three years in total).

- 3 years: an article or a book in a high-ranking journal or house (there are several lists available from which to choose), and an external grant or contract from a prestigious foundation or government agency.
- 2 years:- UWF Teaching, Research, or Service award, publication of a peer-reviewed journal not included in the list of the highest ranking publications, a book based on dissertation, textbook (first edition), edited book.
- 1 year: Book Chapter, UWF research grant, book proposal, solicited inclusion in an anthology, encyclopedia entry, conference presentation of research, grant application, journal submission, and similar examples. Additionally, faculty may report other scholarly work as evidence of scholarly activity for their annual evaluations even though it may not be a final product, including evidence of continuing research, new research that is not yet submitted, progress towards completion of a book based on a past proposal, continuing work on a previously funded grant, revision of previously submitted papers, progress on public resources/archives, and so on. What is required is evidence and sound argumentation in support of the claim.

Non-peer-reviewed publications or peer reviews of others' research may count depending on length and quality. Other items not included in the list may also count, the above list is not exhaustive, and faculty may argue for their value in annual evaluations and materials submitted for tenure and promotion.

Annual Evaluation Criteria.

- Exceeds expectations: Meets criteria for 2 or 3 years of credit.
- Meets expectations: Meets criteria for 1 year of credit.
- Does not meet expectations: Does not meet criteria for 1 year of credit
- Unsatisfactory: Submits no evidence of engagement on scholarship.

III. Service

All faculty including lecturers are expected to contribute to the well-being of the university, the Department, and the community. This requires, *inter alia*, membership in or leadership of a professional association, and university or college committee, as well as performing some community service. The latter can take many forms, provided it is related to the mission of UWF, the Department, or one's field of expertise. Examples include giving a lecture to a community group (e.g. Daughters of the American Revolution, League of Women Voters, Leisure and Learning Society, etc.), being interviewed by the local newspaper or radio or television station, serving on a community board, etc. and/or service that contributes to recruitment of students to UWF. Attendance at departmental meetings called by the Chair is required, as is attendance at one commencement ceremony (fall or spring); exemptions for any reason other than illness or family emergency require approval of the Chair.

The following is a non-exhaustive list of examples of activities qualifying as service. It is not a list of all that a faculty member has to undertake in any given year.

- service on Department committees
- service that contributes to the recruitment of students to UWF
- coordinating Department events
- service on College committees
- service on University committees
- media interviews and/or columns
- membership or leadership in community, academic or professional boards or councils
- submitting solicited reviews of submissions to publishers, and/or journal editing
- service as a discussant at a panel in an academic conference
- service on an academic conference section

- other activities and projects related to one's field
- campus assessment activities
- campus talks
- campus or public presentations
- contributing to and/or leading study abroad programs
- working with students on independent study or thesis committee
- writing grants related to scholarly or campus development

Annual Evaluation Criteria.

- **Exceeds Expectations:** Evidence of leadership in service, e.g., chairing committees or councils in the department, college, or university; member of the executive committee of a professional organization of the discipline, broadly construed. Alternatively, Exceeds Expectations can be achieved through significant service activity across multiple levels of the University, College, Discipline, and/or the Community. Evidence of significant service can include six or more of the above-listed or other activities. Service requiring a more substantial amount of time may count as multiple activities (e.g., planning and running a special event versus a single media interview).
- **Meets Expectations:** Serves on and is active in at least one Department committee. In addition, there must be evidence of service at the University, College, Discipline, or Community levels. Evidence of service can include two or more than one of the above-listed or other activities. Services requiring a more substantial amount of time may count as multiple activities (e.g., planning and running a special event versus a single media interview).
- **Does Not Meet Expectations:** Although a committee member at any level, there is no evidence of having been engaged in its activities. Shows no evidence of service at any level beyond a committee assignment.
- **Unsatisfactory:** No evidence of service at any level and declines all invitations to be of service.

APPENDIX 2: World Language Program

THE UNIVERSITY OF WEST FLORIDA WORLD LANGUAGES PROGRAM AND WORLD LANGUAGES COORDINATOR

The World Languages program came to the Department of Government from its former location in the English Department in August 2015. The Department of Government wants the World Language Program to flourish at UWF and values its contributions to a liberal education, the cultivation of global engagement, and the acquisition of practical communication skills.

During the academic year, the World Languages Coordinator (a nine-month faculty contract position) is expected to teach twelve contact hours per semester, with the exception of a course release in either fall or spring, to pursue grant funding, direct outreach events, develop curriculum and/or community partnerships as deemed most appropriate for expanding the range and depth of language offerings at UWF. The World Language Coordinator should organize one campus event in both the fall and spring semesters of an academic year. The World Languages Coordinator will maintain routine communication and coordination with the Chair of the Department of Government. The roles of the World Languages Coordinator are delineated below:

- course planning recommendations to the department chair
- course schedule coordination with faculty ahead of each semester
- hiring: candidate screening
- leadership in recommending to the chair curriculum improvements or changes supported by faculty
- leadership in coordination of assessment
- leadership in the development of curriculum and common course SLOs across sections of the same level of language course and across the languages.
- course equivalency evaluation for transfer courses, study abroad courses, etc., where a determination is needed for our registrar's office for appropriate course prefixes and numbers
- administration of language placement evaluations for students to get them enrolled in the proper level of language course at UWF
- strategy development and coordination of faculty efforts to grow interest in the study of languages at UWF
- assist the chair with establishing criteria to guide decision-making in the allocation of resources within the World Languages program

- assist and advise the department chair as needed on matters pertaining to the World Languages program where the insight of faculty in that discipline are most appropriate

ADDENDUM:
History of the Bylaws of the Department of Government

1. The original document was adopted by the faculty of the Department of Government (then Department of Political Science) on September 15th, 1989.
2. The faculty voted to call themselves the Department of Government on April 1st, 1994.
3. Appendix 1, “Statement on Retention, Tenure, and Promotion,” was adopted on May 20th, 1994.
4. Article II, Section C as revised on September 16th, 1994.
5. Statement on Retention, Promotion, and Tenure revised on March 25, 2011.
6. Bylaws reviewed and revised in entirety for updating and also to address and delineate criteria for annual ratings pursuant to UWF changes with 2010 University Guidelines for Tenure and Promotion on August 5, 2016.
7. Appendix 2 will be added during the 2016-2017 year to specifically address discipline-specific annual review, promotion, and tenure criteria of the World Languages program
8. Bylaws reviewed, revised, and adopted on May 6, 2022.
9. Bylaws revised and adopted to meet Florida Board of Governors’ Regulation 10.003 as well as Article 11 of the UWF Collective Bargaining Agreement and adopted on April 9, 2024.
10. Bylaws revised and adopted pursuant to guidance from CASSH Dean and department bylaws committee on April 28, 2025.