Clemson University
Eugene T. Moore School of Education
Educational and Organizational Leadership & Development (EOLD)
BY-LAWS

Chair of EOLD Faculty:

[Signature], Rob Knoeppe

Founding Dean, Eugene T. Moore School of Education:

[Signature], George J. Petersen

Executive Vice President and Provost:

[Signature] Robert H. Jones 3/17/16, Robert H. Jones
Bylaws for the Department of Educational & Organizational Leadership Development (EOLD) in the Eugene T. Moore School of Education

Mission Statement
The focus of EOLD is leadership development in educational and organizational environments. EOLD programs are offered for student affairs personnel, higher education professionals, and P-12 educational and other organizational leaders. EOLD programs are intended to promote the growth, education and development of individuals with an emphasis on serving underperforming schools and diverse populations, building skills working with individuals that have been underserved, participating in multiple, immersive and diverse settings, and engaging in high quality, applied research and professional learning.

EOLD programs emphasize:
- the use of research-based best practices;
- the development of leaders who expand the talents and performances of individuals and organizations;
- the use of proven performance improvement and talent management practices to add value and sustain measureable results in the workplace;
- the development of ethical leaders who are prepared to advocate for improved policy and practice to facilitate equitable learning contexts for all students;
- the preparation of coaches and athletic administrators in interscholastic and intercollegiate educational settings based on the current national standards for sport coaches; and
- the development of administrative and counseling competencies and skills in higher education

History
Portions of this academic department have existed at Clemson University since the late 1980s. The prior configuration was known as The Faculty of Leadership, Counselor Education, Human and Organizational Development (LCH) established in 2006. In prior manifestations, this unit was referred to as Leadership, Technology, and Counselor Education; Educational Leadership and Counselor Education; and previously was formed from three stand-alone departments of Educational Leadership; Counselor Education; and Human Resource Development.

The current unit comprises of the following programs:
- Administration & Supervision (P12)
- Athletic Leadership
- Call Me Mister
- The Charles H. Houston Center for the Study of the Black Experience
- Educational Leadership (P20 – Elementary/Secondary & Post-Secondary)
- Human Resources and Development (HRD)
- Student Affairs
These bylaws shall be governed by the organization and procedures of the Faculty Manual of Clemson University and of the Eugene T. Moore School of Education (the School) and provide the mechanisms for participation in planning, policy making, and decision making with regard to academic matters and in matters that may affect the welfare of its members and the mission of the School and the EOLD Department.

The purpose of these bylaws shall be to guide the faculty in its role in Clemson University’s (the University) governance. Specifically, the purpose of the bylaws is to advise on policies and procedures concerning teaching/advising, research, public service/outreach, faculty welfare, and other matters pertaining to the common professional goals of its membership; to approve proposals for new or revised academic requirements, courses, and curricula within the School; to elect representatives to University commissions, committees, councils and the Faculty Senate as required; and to provide a channel for recommendations to various University organizations and administration.

Article I: Name, Membership, Mission, Conceptual Framework, and Organizational Structure and Governance

A. Name

The official name of this unit shall be Educational & Organizational Leadership Development, herein designated as EOLD. The name shall be represented on all official documents and associated with all official business.

B. Membership

EOLD bylaws follow the categories and definitions of “faculty” as outlined in the Faculty Manual (Part II, Section F). Faculty will be used as a generic term throughout this document and includes all individuals appointed as Regular Faculty (Faculty Manual, Part III, Section D), Special Faculty (Faculty Manual, Part III, Section E), and when applicable, Emeritus Faculty (Faculty Manual, Part III, Section I).

C. Organizational Structure

EOLD’s organizational structure within the Eugene T. Moore School of Education (the School) is reflected in Appendix I. Changes to the organizational structure are voted by EOLD faculty. Communication of any proposed or pending modifications to the organizational structure to all EOLD faculty with adequate notice (defined as at least 8 weekdays or 5 business days) before regularly scheduled meetings as outlined in Article V: Meetings.

D. Organizational Governance

EOLD functions in accordance with the University Faculty Manual and the Eugene T. Moore School of Education (ETMSOE) bylaws. EOLD values the scholarship and practice of
educational leadership and offers rotating leadership roles to interested and qualified faculty who desire to function as unit leaders during their tenure. Formal leadership roles in the unit include these two positions: 1) Chair and 2) Program Coordinator.

1) Chair
The Chair is generally responsible for the activities of his or her program areas and is accountable to the ETMSoE’s Dean and/or Associate Dean. The Chair functions in accordance with the role of department chair as outlined in the Faculty Manual (Part VI, Section G). The chair’s primary responsibility is to support faculty and students in meeting the mission of EOLD’s programs, while continuing to engage in his or her own teaching, scholarship, and service activities. The Chair represents EOLD’s programs to Clemson’s other departments, schools, or colleges and to the deans and other administrative officers of the university, and in turn, communicates all matters pertinent to EOLD’s faculty and students from any and all of these bodies. In exercising leadership in the improvement of programs and of program faculty, the Chair is expected to advocate for EOLD’s mission, goals, plans, and associated resources.

2) Program Coordinator
EOLD expects faculty to participate in a leadership capacity in their respective program areas as a program coordinator. The EOLD department chairperson will poll each program faculty for anticipated workloads over three-year periods to determine the faculty’s capacity to serve as program coordinator. Once the workload analysis is completed the EOLD full-time regular and special faculty will vote on the program coordinators for the department. It is the expectation of this department that each faculty member will rotate through serving as the program coordinator for no more than two three-year consecutive terms.

Proposed changes to these positions (e.g., elimination of an existing administrative position, substantial redefinition of a position, or the creation of a new position) shall be presented to the faculty with adequate notice (defined as at least 8 weekdays or 5 business days in advance) for discussion and voted as described in these bylaws, Article IV, Amendments to the Bylaws.

Article II: Voting Membership

Voting membership shall consist of all full-time regular faculty and full-time special faculty with an appointment in EOLD. Faculty with voting privileges are eligible to serve on departmental committees and to vote as departmental committee members, except as stipulated in the Faculty Manual, Part VII, Section L.

Votes will be taken by a show of hands or voice unless a secret ballot is requested by any member. Matters may be decided by email or electronic ballot as needed. Given electronic options for votes, 10 proxy or absentee ballots will be permitted at any voting meetings.
Article III: Quorum

A quorum of the EOLD faculty shall consist of a simple majority of the voting members, excluding faculty on leave. Every effort will be made to conduct business that requires a faculty vote during the fall or spring semesters. Agenda and attachments for consideration should be prepared with adequate notice (defined as at least 8 weekdays or 5 business days prior).

Article IV: Amendments to the Bylaws

Any proposed amendment to these bylaws shall be advertised and circulated in writing to all unit members with adequate notice (defined as at least 8 weekdays or 5 business days) before any vote or other action. Amendments or additions to these bylaws shall be consistent with standing University policy. There will be a meeting for the reading of the proposed amendment and a second reading, with at least a week’s pause between readings, prior to the vote. Amendments shall be approved by a two-thirds majority of the unit Faculty. Electronic ballots are permissible and should be monitored/audited by EOLD’s election committee.

Article V: Department and Committee Meetings

A. Regular Meetings

The faculty shall meet regularly, typically at least two times during each academic semester. Meetings shall be moderated by the Chair or designee. Before the end of the spring semester the meeting dates for the next academic year (fall and spring) should be distributed to EOLD faculty.

B. Special Meetings

A special or emergency faculty meeting can be called by the Chair and/or by a two-thirds majority vote of the faculty.

Article VI: Standing Committees

This section describes EOLD’s standing committees. Proposed additions or changes to the standing committees can be initiated by chairs or co-chairs of the EOLD committees and presented to full faculty for review and vote as outlined in Article IV. The following are EOLD standing committees:
1) Advisory Committee
2) Curriculum Committee (associated with the University Graduate Curriculum Committee)
3) Doctoral Committee
4) Tenure, Promotion, and Appointment/Reappointment Review Committee (TPR)
5) Post Tenure Review Committee (PTR)
6) Election Committee
A. Membership

1. All voting members of the faculty, as determined in Article II, are eligible to serve on standing departmental committees as stated in the committee descriptions. Voting privileges include all faculty for the Advisory Committee; regular faculty/tenure track for the Curriculum Committee; and for the Tenure, Promotion & Reappointment (TPR) Committee, tenured faculty and full professors per the guidelines in Appendix IV and in Faculty Manual, Part VII, Section L. Members of all standing committees serve three-year terms, with possibility of re-election, unless otherwise noted. Exceptions to these term limits include any associated School or University committee term obligations (such as those associated with the Curriculum Committee).

2. Members of committees shall be elected by a majority of the voting faculty (refer to Articles II and III) in the final spring faculty meeting. Each committee will elect a Chair, unless stipulated by these bylaws. Recorded minutes should be archived per accreditation and Freedom of Information Act requirements via the Administrative Assistant.

B. Meetings

Each standing committee shall have a chair elected by members of the committee, unless stipulated in Section D of these bylaws. Meetings shall be called by the committee chair at least once every semester, or more often as appropriate to conduct committee business. Yearly goals and agenda should be set and distributed no later than May 15th for the next calendar year. Committee business may be conducted through appropriate technologies. The committee chair shall make every effort to prepare post and distribute the agenda for each meeting to committee members and faculty a week in advance of the meeting. Distribution shall occur through the least expensive and most efficient media possible.

C. Reports

Committee reports requiring action by the faculty shall be distributed by the committee chair to the faculty at least one calendar week prior to the scheduled faculty meeting. Amendments may be made from the floor in accordance with Robert’s Rules of Order.

All meeting minutes, reports, announcements, and other correspondence may be transmitted to the faculty in the form of hard copies, electronic mail (e-mail), or Web posting.
D. Standing Committee Descriptions

1) Advisory Committee

Membership

The Advisory Committee consists of Program Coordinators and two (2) faculty members elected at large for staggered three year terms. The EOLD Chair serves as the Chair of the Advisory Committee.

Responsibilities

The Advisory Committee shall represent faculty program and student interests in the following manner: (a) advising on academic issues, (b) evaluating and recommending resources, and (c) addressing general faculty concerns (refer to Faculty Manual, Part VII, Section K). The Advisory Committee should meet at least two times per the fall and spring semesters.

2) Curriculum Committee

Membership

The Curriculum Committee is comprised of regular faculty members representing each program area, serving three (3) year staggered terms. The committee chair shall be elected by the members of the committee and serve for a two-year term; however, given the constraints of the Faculty Manual (Part VII, Section L), the Chair must be a tenure-track faculty member. The committee chair shall represent the department at all school and university curriculum meetings where a voting departmental representative is needed.

Responsibilities

The Curriculum Committee reviews proposals for course changes, new courses, program proposals and other curricular changes. The committee shall evaluate and make recommendations to the faculty on all academic requirements, courses, and curricula. The Curriculum Committee will provide representation for interdisciplinary school, college, or university curriculum-related activities.

3) Doctoral Program Committee

Membership

The Doctoral Program Committee is comprised of tenure-track members interested in and involved in any aspect of doctoral education. The committee chair shall be elected by the members of the committee.
Responsibilities

The Doctoral Program Committee is responsible for overseeing EOLD’s doctoral programs, including policies and procedures, responses to requests from the Graduate School, and monitoring student progress from admissions through graduation. The Committee shall meet after the fall and spring application deadlines and prior to the opening of registration for the next term for timely admission decisions once time in each fall and spring semesters. The goals and meeting dates for each academic year should be established and distributed to committee members before the end of the faculty’s contracts each May.

4) Tenure, Promotion and Reappointment (TPR)

Membership
The Tenure, Promotion, & Reappointment Committee will be constituted and function in accordance with the adopted TPR Guidelines. See Appendix IV.

Responsibilities

The Tenure, Promotion, & Reappointment Committee shall develop policies and procedures, which are aligned with those of the School and University, to govern peer review for all lecturers and tenure track faculty. These policies and procedures must be consistent with University policies and procedures (as delineated in the Faculty Manual), and must be approved by the faculty. See Appendix IV.

5) Post Tenure Review (PTR)

Membership

The Post Tenure Review Committee shall consist of three tenured faculty, elected at large, for two-year terms. Faculty should not run for election in the term they anticipate being reviewed. The committee members elect the Chair of the Post Tenure Review Committee. See the Faculty Manual, Part IV, section H.

Responsibilities

The Post Tenure Review Committee will conduct Part I reviews for all eligible faculty in accordance with the guidelines in the Faculty Manual, Part IV, Section H3.

In the event a Part II review is necessary, the Post Tenure Review Committee will conduct a PTR according to the guidelines in the Faculty Manual (Part IV, Section H), allowing each faculty member under review the option of having external support letters solicited, or having an external committee member in the review process (refer to Faculty Manual, Part IV, Section H3).
6) **Elections Committee**

**Membership**

The Elections Committee will be composed of three members, elected by the faculty. These members will select their own chair.

**Responsibilities**

The Elections Committee shall develop policies and procedures for conducting elections according to guidelines established by the EOLD faculty in Appendix III. The Elections Committee shall also oversee the nominations and elections of representatives to department, School, and University committees. The Elections Committee shall conduct EOLD elections.

**Article VII: Ad-Hoc Committees**

EOLD faculty may establish ad hoc committees during a faculty meeting. The ad hoc committee must be established for a specific, simple purpose and can serve no longer than 12 months, or until the purpose of the committee is accomplished. An ad hoc committee cannot become a standing committee without a change in the bylaws, approved by EOLD faculty.

**Article VIII: Tenure, Promotion, and Reappointment Guidelines**

**Statement of Scholarly Values**

The PTR committee of LCH looks for evidence of national and international recognition of the candidate’s scholarship. As demonstration of such recognition, the Committee values the following type of productivity indicator. We further value a healthy balance of indicators, although some may be of such significance that they are weighted more heavily than others.

- Publicly disseminated scholarship that creatively develops new ideas, applies knowledge for solving problems, and that generates significant research-based knowledge.
- Scholarship that is disseminated to an extensive range of sophisticated audiences utilizing multiple outlets appropriate in the scholar’s field of study.
- Publication in prestigious scholarly outlets and measures of citations by others.
- Publication in several forms, including original research articles and books, book chapters, and published lectures. Books and book chapters that are peer reviewed by an editorial committee or peers are valued. Invited chapters in influential books, when the candidate can demonstrate that the invitation was based on his or her scholarly reputation, are valued.
- Work that pushes scholarly boundaries and which may not always be appreciated by traditional publishing outlets.
• Scholarship that is disseminated in outlets that have demonstrated impact in their field of study.
• Letters of recommendation from scholars who have significant records of scholarship in the candidate’s field of study.
• Meaningful, documented collaborations on significant research projects.
• External funding of projects.
• Service as editor (including guest-editorship) of national or international professional journal. The prestige of the given journal is likewise important.
• Invited scholarly presentations.
• Development of an independent body of significant work beyond the final degree.
• Sustained and continuous growth in significant research.
• Complementary relationship between teaching and scholarship and between service and scholarship.
• The demonstrated ability to foster scholarly excitement among students.

For detailed TPR Guidelines see Appendix IV.

Article IX: Faculty Searches and Transfers

Search-and-Screening Committees shall be constituted as special ad hoc committees and shall include a sufficient number of committee members representing the program or degree-granting area, a student representative, and, when appropriate, a faculty or staff representative from other academic or student affairs areas. All faculty searches follow the guidelines outlined in the Faculty Manual (Part IV, Sections A and B). Faculty search-and-screening committees should review the school’s Community and Diversity Plan, consult with the School’s and University’s Diversity Committees, the University’s Office of Access & Equity, and engage faculty in the diversification of the candidate pool.

EOLD encourages faculty to participate in faculty searches (job talks, meals, transportation, candidate evaluations), regardless of the faculty position or program areas. To ensure faculty have sufficient information to effectively contribute to the faculty search process, the following information should be distributed to the faculty during meetings or via electronic communication: 1) Description of job position or job announcement and 2) criteria for selection. In addition, the search-and-screening committee is responsible for soliciting and collecting feedback from EOLD faculty for each candidate. The feedback mechanism should be structured in a manner that maximizes efforts in collecting faculty feedback and provide additional insights. Members of the TPR committee may be consulted as appropriate to the position description and qualifications and per the instructions in the Faculty Manual concerning appointments (Faculty Manual, Part IV, section C).
Article X: Ratification

The EOLD bylaws shall take effect upon being ratified by a two-thirds vote of all those faculty members eligible to vote (excluding faculty on leave).
Appendices

I. Eugene T. Moore School of Education (ETMSoE) Organizational Chart

II. Program Coordinator Position Description and Responsibilities

III. Elections Procedures Committee Structure and Election Procedure

IV. Tenure Promotion and Reappointment Review (TPR) Guidelines
Appendix I

ETMSoE Organizational Chart
Appendix II

Faculty of Leaership, Counselor Education, Human & Organizational Development
Program Coordinator Position Description and Responsibilities

A program coordinator is responsible for working with the Chair of the faculty and faculty members to establish a vision that integrates the multiple resources of our department and acts within the auspices of university policy. Faculty members serving in this capacity will work with the faculty in a reiterative manner to define the department domains/themes to highlight our areas of expertise as well as our goals for our students’ experiences in EOLD. Lastly, a program coordinator will work collaboratively with all EOLD faculty members to maximize unit capacity in support of our shared vision.

The specific tasks of the program coordinator include:

- **Graduate recruitment activities:**
  - Disseminate up-to-date information (including Student Handbooks) to the School of Education Graduate Program Coordinator so that they can ensure accurate program web sites.
  - Respond to e-mail and phone inquiries for program information.
  - Disseminate program inquiries to appropriate faculty.
  - Work with the School of Education Graduate Program Coordinator and/or Student Services Manager at the University Center Greenville to manage outside resources such as professional associations, publishers, web-based advertisers, and advertising agencies.
  - Disseminate information and updates for program-related brochures and related print materials to individuals who produce those materials.

- **Program admissions decisions process:**
  - Collaborate with School of Education Graduate Program Coordinator to ensure smooth process for student applications.
  - Collaborate with School of Education Graduate Program Coordinator and off-campus program coordinators to respond to student inquiries related to the admission process, deadlines, GRE scores, letters of intent, transcripts, resumes, admission status, and enrollment processes (i.e., citizenship and immunizations).
  - Organize and conduct admissions interviews as needed.
  - Review and circulate application files for review to members of the program admissions committee after each application deadline.
  - Make final decisions on admission recommendations.
  - Send admission recommendations to School of Education Graduate Program Coordinator.
  - Work with the School of Education Graduate Program Coordinator to send an introductory email to applicants offered admission – with information about registering for classes and their assigned advisor for the program. Students will also receive a letter of acceptance from the Graduate School. The student is not
officially accepted into the program until they receive their letter of notification from the Graduate School. If there is a discrepancy between the recommendation of the program and the Graduate School, the coordinator works to resolve these issues.

- Program planning: Curriculum and Instruction
  - Maintain a continuous review of curriculum and course offerings to ensure accreditation standards are being met.
  - Facilitate conversations with program faculty regarding proposed curricular changes and student experiences.
  - Coordinate and negotiate off-campus course delivery to include cohorts and contract courses with the department chair and the ETMSoE graduate program coordinator to ensure program quality and capacity to deliver these programs.
  - Collaborate with program faculty to design a sequence of courses to be used for student advising.
  - Collaborate with other program coordinators to create course schedules each semester (fall, spring, and summer).
  - Review student exit surveys to assist in making recommendations for program improvements.
  - Create a Program Advisory Committee made up of faculty (full time & visiting), students, and practitioners to meet at least once per year to review the program and make recommendations.
  - Establish faculty designees to collaborate with the field experience coordinator regarding practicum and internship placements, handbook development, and the creation or revision of forms to be used in field experiences.
  - Ensure that program handbooks are updated as curricular changes are made.

- Program accountability efforts
  - Attend SAC meetings and program coordinator meetings and communicate relevant information to program faculty. Work with ETMSoE assessment staff to create assessment templates in the required database.
  - Facilitate the collection of assessment data.
  - Collaborate with faculty to prepare the annual report or other method of data reporting as a tool for identifying and solving issues in the program, maximizing recruiting efficiency, etc.
  - Communicate with all adjunct faculty regarding official university deadlines (i.e., grades due, start of classes, class schedules, textbook orders) and required documentation (e.g., assessments).
  - Remind all program faculty (fulltime and adjuncts) to submit syllabi each semester (fall, spring and summer) to archive.
  - Provide orientation for visiting faculty and maintain ongoing communication with regard to University policy, grading procedures, grade entry deadlines, required assessments, textbook orders and syllabus submissions.
  - Ensure exit surveys are completed.
• Establish faculty designees for enrolled students related to:
  • Program orientation.
  • Field experience orientation.
  • Final examination process, including revision of questions, dissemination of information, applications, exams, and GS7 paperwork.
  • Licensure endorsement paperwork (if relevant).

• Serve as a liaison between the graduate school, program faculty, and students to disseminate information.

• Along with program faculty, verify graduation lists.

• Schedule program area meetings and ensure that minutes are taken and appropriately disseminated.
Appendix III
Elections Procedures
Committee Structure and Election Procedure

Committee Structure

I. Nominees for University committees (elected by the Eugene T. Moore School of Education - ETMSoE). One elected nominee from the Faculty for each open University committee.

II. EOLD Faculty Representatives on ETMSoE Committees
   - Dean’s Advisory Committee- EOLD Chair
   - Research
   - Elections- EOLD Election Committee Chair
   - Scholarship, Awards, and Honors
   - Technology, Learning Resources, and Public Relations
   - Curriculum- EOLD Curriculum Committee Chair
   - Community and Diversity
   - School Advising
   - Academic Advising

III. EOLD Faculty Representation on ETMSoE Committee
   - School of Ed Advising Committee (SAC)- Chair, Program Coordinators
   - Multicultural/Diversity

IV. EOLD Committees
   - Advisory- Program coordinators and 2 faculty members at large
   - *Curriculum- one faculty from each program area
   - Doctoral – open membership to faculty interested in doctoral education
   - *Tenure, Promotion, and Reappointment (TPR) – per TPR Guidelines
   - *Post Tenure- three elected full professors
   - Elections- Chair of EOLD, two appointed faculty

*Per Faculty Manual, voting membership is limited to tenure-track.
*Per EOLD TFR guidelines, Senior Lecturers are members for consideration of Lecturer promotions

Election Procedures

The election will be held each spring. The Election Chair will send faculty a list of committee at all levels with open seats.
EOLD Elections

The unit will determine a single policy for choosing elected representatives to EOLD committees. Nominations will be selected via e-mail and voting will be conducted in a spring faculty meeting.

B) School and University Elections

For University committee nominations (Academic Council; Academic Grievance; Graduate Academic Grievance; Graduate Academic Integrity; Athletic Council; Library Advisory; Freshman/Sophomore; Research Council; Research Grants; Bookstore Advisory; Faculty Senate; CU Environmental Committee) and for School Committees (Research; Elections; Scholarship, Awards and Honors; Technology, Learning Resources, and Public Relations, Curriculum; Community and Diversity; School Advisory, Academic Advisory):

1. The Election Chair will accept self-nominations or nominations via email and/or is a regularly scheduled faculty. Nominations will be collected for a minimum of five days.

2. The appropriate slate of nominees will be emailed to faculty with the names of all nominees on the ballot.

3. The voting will occur for a minimum of three days, and it will be conducted via email. There is neither write-in nor absentee voting.

4. Election will be by plurality.

5. The election results will be emailed to the faculty, and communicated to the ETMSoE Elections Chair.

6. In the event that a faculty vacancy occurs after the spring election, the Chair may appoint an interim member to fill the vacancy until the next spring election.

7. Following the EOLD elections, the elected committee members will schedule a meeting of continuing and new members to select the chair for the following term, and when necessary select members who will serve on School committees. The newly elected chair will notify the EOLD Election Chair and/or School Committee chair as appropriate. Membership begins with the fall term (August 15).

ETMSoE Representatives:

- The Curriculum Committee chair will serve on the School’s Curriculum Committee and as the representative on university’s Curriculum Committee.
- The Elections Chair will serve on the ETMSoE Elections Committee.
- ETMSoE Scholarship, Awards, and Honors will select two representatives to serve on the School’s Scholarships Committee.
Appendix IV

Tenure Promotion and Reappointment Review (TPR) Guidelines

Mentoring

Each first year, tenure-track faculty member will be assigned a mentor. Untenured, tenure-track faculty who are beyond their first year may also receive mentoring. The interested faculty member will contact the Chair and ask for the appointment of a mentor. In addition, the Chair may suggest to a faculty member that he or she receive mentoring. Even in this case, it is up to the faculty member himself or herself to initiate the mentoring arrangement. Tenured faculty may also make requests for mentoring; however, untenured faculty member requests will have priority.

The mentor will meet regularly with the faculty member he or she is mentoring (the “mentee”) to answer questions, discuss goals and progress toward goals, and to help guide professional decision-making. If the mentee has concerns about instructional practices, classroom observations by the mentor may be appropriate. The mentor’s role is solely as an advisor. It is not evaluative. It is recommended that the mentee inform the mentor of his or her performance goals, based on feedback from the Chair of the School of Education and the TPR Committee.

Mentors shall be tenured faculty members, each appointed for one term by the Chair. Selection as a mentor will be based on accomplishments in teaching, research and/or service. Specific criteria for selection will be developed by the Chair and disseminated yearly. The chairs of the TPR and PTR Committees are not eligible to serve as mentors. When a TPR or PTR member serves as a mentor, he or she must be aware of possible conflicts of interest and respond to them expeditiously and appropriately. This may involve recusing oneself from a particular TPR or PTR vote.

The TPR Committee upholds the principles and processes necessary to ensure a robust professorate in the unit. Any EOLD associate or full professor, regardless of his or her membership on the TPR Committee can serve as an advocate or mentor for EOLD TPR candidates during the TPR review process. A mentor assists TPR candidates involved in the review process for promotion from associate to full professor rank. (Amended by EOLD faculty April 20, 2011, pending the Provost’s approval of the amendments).

Visiting and adjunct faculty (as defined by the Faculty Manual, Part III, Section E) may be appointed to teach content area courses, supervise masters or doctoral level clinical or field experiences, or serve on a doctoral dissertation committee. Program areas are responsible for ensuring the qualifications and expertise of visiting and adjunct faculty in their respective program areas. All such faculty’s vita must be reviewed and approved by tenure-track faculty serving on the EOLD’s TPR committee. When appointed, visiting and adjunct faculty are expected to demonstrate the same level of commitment to instruction, advising, or other assigned activities as other faculty members and adhere to EOLD, School and University policies and procedures.
Program area faculty will determine their need for and the minimum qualifications of visiting and adjunct faculty. Recommended professionals are approved by the program or degree-granting area faculty and forwarded to the TPR Committee by the Program Coordinators for final review. Information provided to the TPR Committee for the review process includes curriculum vitae and expected roles and responsibilities in the unit.

Program coordinators will ensure adjunct faculty receive relevant orientations necessary to become familiar with the unit, School and University policies and procedures, including course syllabi templates, Graduate Class Regulations, grade input, technology resources and support.