

**DEPARTMENT OF ECONOMICS**  
**APPOINTMENT, SALARY, PROMOTION, AND TENURE POLICIES**  
**CALENDAR YEAR 2024**

**Mission Statement**

Illinois State University is a multi-purpose university committed to expanding the horizons of knowledge among students, colleagues, and the community. The Department of Economics shares this mission; therefore, we define the primary roles of faculty to be the mutually supportive activities of teaching, scholarly and creative productivity, and service. We seek to engage in these activities in a manner that promotes professional development and is characterized by cooperation and collegiality among faculty members.

At the undergraduate level, we seek to provide a learning experience that attracts external recognition for its high-quality curriculum and instruction and that emphasizes the application of economic principles to real-world problems. At the graduate level, we will continue to develop and refine a program with an applied emphasis that serves specific clientele, and that is recognized externally for its unique and valuable contributions. Through participation in the General Education program and other activities, we will also provide non-majors with instruction that contributes to the development of well-educated citizens. To fulfill these goals, we will continue to develop a program of study, approaches to learning, and faculty expertise that meet the needs of our students.

Maintaining a high-quality faculty capable of delivering outstanding courses to students requires a commitment to scholarship. In addition to being a worthy endeavor in and of itself, scholarly and creative activity underpins excellent teaching and serves as a signal of quality, enabling us to recruit additional highly qualified faculty members, attract good students, and attract outside funding. Therefore, it is essential that we maintain a national reputation for scholarly and creative productivity among non-Ph.D.-granting departments by adequately supporting research-related activities.

The Department also values service externally to professional associations, businesses, government, non-profit enterprises, and the public and internally to the Department, College, and University.

## **I. SELECTION, ORGANIZATION, AND RESPONSIBILITIES OF DFSC**

### **A. Composition and Term**

The Department shall have a Department Faculty Status Committee (DFSC). The DFSC shall consist of four probationary or tenured faculty members whose locus of tenure is within the Department of Economics and the Department Chairperson, as an ex-officio member, who shall chair the DFSC and have full voting rights. The majority of the DFSC must be tenured.

1. Department probationary and tenured faculty members shall elect faculty members on the DFSC for two-year staggered terms. Two-year terms begin on August 16 of the election year and end on August 15, two years later.
2. Faculty members may not be elected for more than two consecutive terms, regardless of the length of each term. Faculty members can serve on the DFSC after the lapse of one academic year. Faculty members elected to the DFSC to fill an unexpired term will serve the remainder of the unexpired term. If an individual serves more than one semester by such an arrangement, then that individual is considered to have served one term on the DFSC; otherwise, such service will not count as a term on the DFSC.
3. A probationary faculty member shall not be elected to a term that coincides with the year the DFSC considers the individual for tenure.
4. A tenured faculty member who would apply for promotion to Professor during a term that coincides with the year in which the DFSC is considering the individual for promotion is eligible to serve, but they will be recused from all deliberations on, discussion of, and voting on their application for promotion to Professor during the year they apply for promotion.
5. Faculty on leave(s) for more than one semester are not eligible to serve as an elected member during that academic year and will be considered to have resigned from the DFSC as of the start of the academic year in which such leave(s) become effective.
6. Faculty members accepting a position with more than 50% administrative appointment may not be elected to serve on the DFSC.
7. Any member of the DFSC who resigns from the University will, at the time of notification of resignation to the University, also resign from the DFSC. If the resignation occurs more than thirty (30) calendar days prior to the next regular election, the procedures in Article I.A.2 will be followed.
8. The DFSC shall act in accordance with the current University Appointment, Salary, Promotion, and Tenure Policies and the College of Arts and Sciences ASPT Standards.

### **B. Procedures for Selection of DFSC Members**

1. Eligibility to Vote for DFSC Members
  - a. All full-time probationary and tenured faculty members of the Department are eligible to vote for DFSC members.

- b. Voting by proxy will be permitted, provided the faculty member who will be absent notifies the Chairperson and the faculty member who will vote as the proxy in writing by email or regular mail and no later than an hour prior to the meeting. For the proxy vote to be eligible, the faculty member who serves as the proxy must accept this nomination in writing before the start of the meeting when voting will occur.
  - c. Faculty members on leave shall have voting privileges unless the leave precludes any university-related work. A faculty member on leave shall notify the Chairperson no later than one (1) business day prior to the meeting if they will be casting their vote or if a proxy vote will be used.
2. Election Process. Each year, the Chairperson shall determine in advance of the election the required qualifications of the candidates for replacement to the DFSC, taking into account the University requirement that the majority of the members of the DFSC be tenured and the prohibition of membership for those whose term may coincide with their tenure year.
- a. Election of DFSC members shall be held at a meeting on or before May 1 of each academic year and by secret ballot.
  - b. Nominations for vacant positions will be made during the meeting. Upon the close of nominations, a secret ballot will be conducted.
  - c. Each eligible faculty member will have one vote, which will be cast for no more than one nominee. Election to the DFSC requires a majority of votes cast in the election. Should no person attain the votes needed for election, the person(s) having the lowest number of votes will be dropped from the list of eligible nominees such that the number of individuals remaining on the ballot is at least twice the number of seats to be elected, and another secret ballot will be conducted. Should someone be elected on a ballot, nominations will again be made for the next ballot. These procedures will be followed until the vacancies are filled. If, before any ballot, it is apparent that two non-tenured members will serve on the next DFSC, nominations for that ballot and any subsequent ballot will be restricted to tenured faculty members and the above voting procedure will be repeated.
  - d. If there is a tie after two consecutive voting rounds, the result will be determined by a coin toss administered by the Chairperson.
  - e. If there is only a single nominee for each vacancy following the close of the nominations, the faculty members nominated for the DFSC shall be automatically elected unless a secret ballot is requested by any faculty member(s) present in the meeting.
  - f. Vacancies created in the DFSC prior to the beginning of their term or during the academic year will be filled by a special election if the vacancy occurs more than thirty (30) calendar days prior to the next regularly scheduled election. The special election will be held as soon as possible to replace the faculty member whose seat is vacated following the procedure in Article I.B.2. Faculty members whose seat is vacated are not eligible to fill a DFSC seat for the same election term.
  - g. The Chairperson and the administrative assistant to the Chairperson will count the

ballots. The summative results will be reported to the faculty.

### **C. DFSC Responsibilities**

1. The DFSC shall be responsible for conducting pre-tenure reappointment reviews and summative reviews of each faculty member's activities and performance to determine performance-evaluated salary increments, formulating recommendations for promotion and tenure, for completion of post-tenure reviews, and for disciplinary actions.
2. The DFSC shall be responsible for making recommendations regarding faculty contracts and appointments, reappointment and non-reappointment, performance evaluation, salary adjustments, promotion, tenure, post-tenure reviews, and disciplinary actions.
3. The DFSC shall be responsible for making recommendations and ranking sabbatical leave, faculty award, University Research Grant, and internal and external grant proposals.
4. When carrying out its responsibilities, the DFSC shall represent the interests of the entire faculty of the Department of Economics.
5. In cases of tenure and promotion, the DFSC shall notify the candidate of its intended recommendation and rationale at least ten (10) business days before submitting its recommendation to the CFSC and shall provide an opportunity for the candidate to meet with the DFSC in accordance with Article XVII of University ASPT Policies.
6. Members of the DFSC shall not participate in deliberations concerning their own evaluation, appointment status, or salary, nor in any decisions made about themselves. In all such discussions of a DFSC member, the member shall recuse themselves from the meeting while such discussions take place.
7. Members of the DFSC shall recuse themselves from any deliberations for any faculty members with whom they have a conflict of interest, as defined in University ASPT Policies, Article I.B. Faculty members shall not state their reasons for recusal. In such cases, a temporary replacement may be appointed by the Chairperson, typically from recent DFSC membership.

### **D. DFSC Reporting Requirements**

1. The DFSC shall inform departmental faculty members in writing of its recommendations, in accordance with University ASPT Policies, about their rank, tenure status, and salary increments within the University-established calendar for such purposes. All materials used in arriving at a recommendation shall be forwarded to the CFSC. The DFSC shall observe strict confidentiality regarding its recommendations and deliberations.
2. The DFSC shall report its recommendations regarding performance evaluations, promotions, and tenure to the CFSC in accordance with University ASPT policies.
3. The DFSC shall follow the University ASPT policies regarding annual changes, reviews, and approvals by the departmental faculty of the policies and procedures for appointment, reappointment, performance evaluation, promotion, tenure, and post-tenure

reviews.

4. At least every five years, the DFSC will invite faculty members to participate in a general planning process to undertake a systemic review and revision of said policies and procedures.

## **II. APPOINTMENT POLICIES TO FACULTY SEARCHES**

- A.** The Tenure-Track Search Committee for faculty members consists of the Chairperson and, at most, four (4) tenured and tenure-track faculty members. In consultation with the DFSC, the Chairperson will solicit and appoint members to the Tenure-Track Faculty Search Committee.
- B.** The Tenure-Track Search Committee shall provide the Chairperson a list of strengths and weaknesses and a ranking for all finalists after providing all tenured and probationary faculty members an opportunity to evaluate the finalists.
- C.** Tenured and probationary faculty appointments shall have the approval of the majority of the DFSC members and shall ordinarily have the approval of the majority of the department faculty.
- D.** The Chairperson shall make appointment recommendations to the College Dean, following the process in Article II.C and in accordance with University ASPT Policies, Article VI.

## **III. FACULTY ASSIGNMENTS**

- A.** In accordance with University ASPT Policies, the Chairperson shall, in consultation with each faculty member, communicate in writing to each faculty member the faculty member's assignment for the coming year. At a minimum, each faculty member's assignment will include the number of courses to be taught by the faculty member (if specific course assignments are available, they will be tentatively included) and will identify the relative time commitment in each of the areas of teaching, scholarly and creative activity, and service. The assignment will also describe specific duties and expectations in certain circumstances, such as program directors or special teaching or research projects, and which responsibilities are part of an administrative assignment, are remunerated through administrative pay, and/or are given an approved course release.

Faculty assignments are integral to the Department's goal of achieving excellence in teaching, scholarship, and service. Faculty assignments should be designed to facilitate the achievement of the highest-quality performance at the department level in all three of these areas by maximizing the contributions of individual faculty members. Consequently, faculty members should be allowed and encouraged, to the extent possible, to specialize in specific areas, both in a single year and over time. However, the process of making individual assignments is subject to the following constraints:

1. The degree to which individual faculty members can specialize in any particular area is

constrained by the Department's need to maintain an appropriate schedule of courses for its undergraduate and graduate programs and achieve levels of scholarly and creative productivity and service productivity consistent with the Department's mission.

2. All faculty members are expected to maintain a minimum level of activity in all three areas over longer periods of time.
  3. Probationary faculty members may not specialize during their probationary period except in special circumstances or if their position description requires some specialization. The College of Arts and Sciences ASPT Standards require that a candidate for promotion or tenure present evidence of high-quality achievements in teaching, high-quality scholarly and creative productivity, including peer-reviewed publications, and consequential service activities.
  4. Faculty members not on leave must have time commitments in all three areas: teaching, scholarly and creative activity, and service.
  5. Faculty members who expect to spend an unusual amount of their time on a particular activity for which there is no time reassignment may request in writing that the DFSC temporarily concentrate its evaluation on that particular activity. Such activities should be for the period of this activity, which will not be more than one calendar year and should be requested by April 30 for the evaluation year starting next January 1. Should the DFSC agree, it would inform the faculty member about their expectations. Requests for special evaluations shall not be granted for regular teaching, scholarly and creative, or service activities.
- B.** The Chairperson will present all initial faculty assignments and time commitment expectations to the DFSC for comment and review. Appropriate proportional adjustments to these time commitment weights will be made for reassignment of duties (a) from teaching to service for undergraduate and graduate program directors, (b) due to course buyouts, depending on the buyout terms, and (c) reassignment of time determined by the Chairperson. The ultimate responsibility for faculty assignments rests with the Chairperson.
- C.** The Chairperson will advise each faculty member of their planned assignments in teaching, scholarly and creative activity, and service for the next academic year prior to May 15. The Chairperson will notify each faculty member of their assignments for the next academic year in writing by August 15.
- D.** Faculty are expected, at a minimum, to meet their responsibilities to students according to University Policy 3.3.12A. Faculty are required to be present when classes are scheduled and should avoid any activity that requires prolonged absence from an assigned class. Faculty should not alter the scheduled meeting time, place, modality, or length of a scheduled class without prior written approval of the Chairperson. Faculty shall notify the Chairperson of absences and the proposed arrangement for coverage of classes missed. The faculty member shall complete the University-provided form PERS 943 as appropriate.
- E.** Faculty are expected, at a minimum, to attend scheduled department meetings regularly, participate in hiring activities such as meeting with candidates (when relevant) and in commencement ceremonies, and demonstrate that they have sought and accepted service opportunities, regularly attended, and fulfilled the duties of service positions accepted.

- F. Prior to Departmental performance evaluations, faculty members shall provide the DFSC reports specific to their assignments.
- G. For tenured faculty members, the annual review shall serve as the process for their post-tenure review. If a tenured faculty member receives an overall unsatisfactory rating for two of three consecutive years, they must undergo a post-tenure review (University ASPT Policies, Article X).

#### **IV. ANNUAL PERFORMANCE EVALUATION POLICIES**

- A. The DFSC shall conduct an annual performance review of each faculty member. In doing so, the DFSC shall conduct such reviews considering the annual assignments the Chairperson provides to each faculty member.
- B. In accordance with the University's ASPT calendar, faculty must submit materials to the DFSC for an annual performance evaluation of their activities and accomplishments of the prior year. All faculty are required to submit electronically a current curriculum vita, the Evaluation Narrative Form, the Scholarly Productivity Form, and the Service Productivity Form. In addition, all faculty must submit electronically a completed Faculty Productivity Report form provided by the College. For all three areas (teaching, scholarly and creative activity, and service), faculty shall include a narrative of how their annual accomplishments contribute to the department's mission, goals, and strategic plan in the long run.
  - 1. For evaluation of teaching, each faculty member should address any instructional activity they believe will help the DFSC holistically evaluate their teaching productivity for the year. Each faculty shall provide a self-evaluation of teaching that covers the items listed in Article IV.C.1. If faculty have engaged in activities not explicitly listed in Article IV.C.1 (a) to (m) but are included in University ASPT Policies, Appendix 2.A, they are encouraged to explain the significance of these teaching activities.
  - 2. For evaluation of scholarly and creative activity, each faculty member shall self-reflect on their scholarly and creative productivity, including any scholarly work in progress and how these accomplishments fit into their broader research agenda. Each faculty member shall provide documentation about scholarly activities listed in Department ASPT Policies Appendix A, including complete citation(s) and the number of coauthors of published work. If faculty members have engaged in activities not explicitly listed in Article IV.C.2 or Appendix A but are included in University ASPT Policies Appendix 2.B, they are encouraged to explain the significance of these scholarly and creative activities.
  - 3. For evaluation of service, faculty members shall include a list of department, college, university, and professional service activities they engaged in, the nature of the activity and the amount of time involved, the quality, significance, and importance of the service, and their personal contribution (if committee work is involved). Each faculty member shall provide documentation about service activities listed in Department ASPT Policies Appendix C. If faculty have engaged in activities not explicitly listed in Appendix C but are included in University ASPT Policies, Appendix 2.C, they are encouraged to explain

the significance of these service contributions.

### C. Evaluation Criteria

#### 1. Evaluation of Teaching

Teaching will be rated on a 0-10 scale. The primary criteria for the rating will be (a) the effectiveness with which the subject matter is taught and (b) the learning of the subject matter by the students. Faculty shall provide in electronic format evidence and a discussion of the following as part of the annual Evaluation Narrative Form:

- a. Faculty member's self-assessment of teaching performance.
- b. Syllabi for each course with clearly defined course objectives.
- c. Format and frequency of tests, homework assignments, quizzes, and other graded material.
- d. Sample course material, including but not limited to course handouts, exams, assignments, rubrics, or other methods of assessing and supporting student learning.
- e. Student evaluations of teaching performance.
- f. Grade distributions.
- g. Development of students' analytical and critical thinking capabilities relative to economic concepts/issues.
- h. Breadth and level of coverage of the subject matter reflect up-to-date disciplinary knowledge and introduce an appropriate level of rigor.
- i. Organization of the course and the quality of delivery.
- j. Faculty accessibility and interaction with students outside the classroom.
- k. Faculty involvement with student research, professional practice, and/or student recruitment and retention activities.
- l. Inclusion of writing component(s) appropriate to the course learning objectives.
- m. Faculty effort toward improvement in the teaching of the subject matter. In addition, pedagogical innovations, teaching workshop presentations, and text or software reviews provide evidence for the enhancement of teaching.

It is the faculty member's responsibility to provide the DFSC with all materials for the evaluation of in-class teaching performance and out-of-class teaching activities. Additional activities that contribute to teaching productivity are provided in Appendix 2.A of the University ASPT Policies and in Appendix B of the Departmental Faculty Evaluation Criteria Supplement. DFSC members will give due diligence in evaluating the entirety of the faculty member's materials, and they must use three or more types of contributions to evaluate teaching performance, only one of which shall be student reactions to teaching performance. Student reactions to teaching evaluations from each class taught are mandatory and must be obtained without the faculty member present in the class when the evaluations are administered, preserve student anonymity, and use the departmentally approved form.



Ordinarily, a rating of above 9 for teaching shall be assigned to faculty members who have been nominated by the department for a teaching award at the College level and above, have received such an award during the evaluation period, and/or have received national recognition for their commitment and efforts to student learning.

The DFSC reserves the right to decrease the summative teaching score of faculty members who do not meet the minimum teaching responsibilities (Article III.D). In such cases, the majority of the DFSC must conclude that such deductions are necessary, and the DFSC must include a written justification for the point deductions in teaching productivity as part of the annual evaluation letter.

Faculty members earning 3.5 points and below will be classified as "unsatisfactory" in teaching.

## 2. Evaluation of Scholarly and Creative Productivity

- a. Like teaching, scholarly and creative productivity includes many activities, as illustrated in the University ASPT Policies, Appendix 2.B and the Department ASPT Policies, Appendix A.
- b. Based on each faculty member's scholarly and creative productivity, a rating will be assigned on a 0-10 scale. The primary scholarly and creative productivity rating is reflected in refereed journal publications, obtaining external grants, publication of books, and book chapters. An appropriate amount of scholarly and creative productivity credit may be given for internal grants, refereeing, published book reviews, and paper presentations.
- c. While a faculty member's ratings across various items may be summed, ratings above 9 will be assigned only for exceptional performance. A rating of above 9 shall be assigned to faculty who have accumulated the required number of points as explained in Appendix A and have at least one (1) publication in a peer-reviewed journal of 120 points and above, an equivalent awarded extramural grant, or a research award at least at the College level.

## 3. Evaluation of Service

- a. Service productivity includes many activities, as illustrated in the University ASPT Policies, Appendix 2.C and the Department ASPT Policies, Appendix C.
- b. Based on each faculty member's service activities, a rating will be assigned on a 0-10 scale. The DFSC will assign points to the various department, college, and university-level committees. Serving as Chair of any department, college, or university committee increases the score by up to one (1) point. Service activities outside the Department must be documented by the faculty member serving on the committee concerning the number of times the committee met and the tasks of the committee. For credit toward a committee or other service activity, besides the extent of the faculty member's participation in the committee's work or service activity, the DFSC shall also consider whether the service

was rendered for the whole year or part of the year.

- c. The Chairperson will evaluate “assigned” service rendered by the undergraduate and graduate program directors (and other similar roles) in consultation with the DFSC. Program directors will be assigned extra weight in the service category, and their performance will also be rated on a 0-10 scale. Program directors will provide the DFSC with a list and assessment of their accomplishments. Ordinarily, program directors (and similar roles) will not receive separate service credit for department committees where they serve as ex officio members. In exceptional circumstances, credit may be assigned if it is evident that the nature of the activity and the amount of time involved is beyond the allocation of release time (e.g., academic program review).
- d. While a faculty member’s ratings across various items may be summed, ratings above 9 will be assigned only for exceptional performance. A rating of above 9 shall be assigned to faculty who have accumulated the required points as explained in Appendix C and served in any major committee (defined as a committee awarded at least 3.0 points).
- e. The DFSC reserves the right to decrease the summative service score of faculty members who do not meet the minimum service responsibilities (Article III.E). In such cases, the majority of the DFSC must conclude that such deductions are necessary, and the DFSC must include a written justification for the point deductions in service productivity as part of the annual evaluation letter.

#### 4. Overall Evaluation

- a. As indicated in Article IV.C.1-3, each faculty member is assigned a numerical rating by the DFSC on a 0-10 scale for each of the three evaluation categories: teaching, scholarly and creative activity, and service. The ratings for each category are weighted by their relative importance in the faculty member’s assignment, typically apportioned 0.45, 0.45, and 0.10 weight for teaching, scholarly and creative activity, and service, respectively. These productivity weights can vary among faculty members depending on individual assignments, circumstances, and Department needs. The resulting ratings in teaching, scholarly and creative activity, and service are summed to create an overall rating for each faculty member. The rating on the 0-10 scale overall will generate the following descriptive performance categories used in the salary incrementation process, tenure and promotion recommendations, and cumulative post-tenure review of tenured faculty.

0.00 to 3.00	Unsatisfactory
3.01 to 10.0	Satisfactory, including the subcategories:
3.01 to 5.00	Good
5.01 to 7.00	Very Good
7.01 to 10.00	Excellent

- b. The DFSC will provide an overall evaluation of unsatisfactory to any faculty member who receives an overall unsatisfactory rating (Article IV.C.4) or an unsatisfactory rating

in teaching (Article IV.C.1).

- D. Annual performance evaluation letters for probationary faculty members will include an assessment of their progress toward tenure and promotion. Annual performance evaluation letters for tenured Associate Professors will include an assessment of their progress toward promotion to Professor.
- E. Members of the DFSC shall not be present at or participate in the deliberations concerning their own performance.
- F. A faculty member's DFSC performance evaluation may be appealed in accordance with University ASPT Policies (Article XVII.I).

## **V. PRE-TENURE REVIEW, REAPPOINTMENT, AND NON-REAPPOINTMENT POLICIES**

- A. The DFSC will conduct a pre-tenure review for each probationary faculty member, in accordance with the calendar established by the University ASPT Policies, to determine whether the faculty member should be reappointed. Such reviews will consider the faculty member's overall performance and progress toward tenure.
- B. A recommendation of non-reappointment of a probationary faculty member prior to a tenure decision shall be made by the DFSC in consultation with the Dean and the Provost in accordance with University ASPT Policies. Non-reappointment can also be the result of a negative tenure decision.

## **VI. MID-PROBATION TENURE EVALUATION POLICIES**

- A. Each tenure probationary faculty member will undergo a formative mid-probationary tenure review conducted by the DFSC and the Department Chairperson to include progress toward tenure review as part of the annual evaluation for all faculty in the probationary period of tenure.
- B. For faculty appointed with the full probationary term, a more extensive pre-tenure review will be conducted during the third year. For faculty credited with tenure-earning service at the time of the initial appointment, the review will be conducted at the approximate mid-point of the probationary period.
- C. All mid-probationary reviews shall address the performance of annual assignments, including teaching, research and creative activity, and service occurring during the preceding tenure-earning years of employment. In addition, all reviews should critically assess overall performance and contributions in light of mid-probationary expectations. The mid-probationary review will not be as extensive as the formal tenure review that occurs later (e.g., no external reviews are necessary) but should be based on a set of documents that shall include the College-approved Tenure/Promotion Application, a current vita, annual evaluations, student/peer evaluations of teaching, select examples of teaching materials and scholarly and creative activity, and a self-evaluation by the faculty member.

- D.** The mid-probationary review is intended to be informative and encouraging to faculty who are making solid progress toward tenure, instructional to faculty who may need to improve in select areas of performance, and cautionary to faculty where progress is significantly lacking.
- E.** In addition to the mid-probationary tenure evaluation, probationary faculty members, at their discretion, can request a formal meeting with the Chairperson and/or the DFSC to discuss their progress toward tenure.
- F.** The mid-probationary review becomes a part of the candidate's personnel file.
- G.** Mid-probation evaluations are formative and not early tenure evaluations, nor do they replace the formal tenure evaluation process described in Section VII.

## **VII. TENURE POLICIES**

- A.** The DFSC shall follow the University's ASPT Policies and the College of Arts and Sciences ASPT Standards regarding tenure policies, criteria, procedures, and appeals.
- B.** In general, a strong record of accomplishments in scholarly and creative productivity and teaching and consequential service during the probationary period, and the expectation of a strong and sustained record in all three areas in the future, will be essential for a favorable tenure recommendation. Except in special cases (see University ASPT Policies Article IX.C), a faculty member who is not considered suitable for promotion to (or holding) the rank of Associate Professor will not be recommended for tenure.
- C.** Each probationary faculty member will be informed every year of the DFSC's judgment regarding the progress toward a favorable tenure decision and the steps that the faculty member may take to enhance the chances of a favorable tenure decision.
- D.** Each probationary faculty member should submit the required electronic application forms to the college and the university, a curriculum vitae, and an electronic portfolio that includes evidence of teaching, scholarly and creative activity, and service. For teaching, candidates are required to submit a portfolio of teaching activities, which, at a minimum, shall include a statement of teaching philosophy, a statement of teaching self-reflection (see Article IV.B.1), course syllabi, and sample course material, including but not limited to, course handouts, exams, assignments, rubrics, or other methods of assessing student learning. For scholarly and creative activity, candidates are required to submit a research statement, a summary of activities as outlined in Appendix A, supported by appropriate documentation including but not limited to copies of published work, evidence of conference presentations and invited seminars, support of completed referee reports, documentation of submitted, accepted, and awarded grants, and other supporting documentation of claimed scholarly productivity. For service activities, candidates are required to submit a service statement and a summary of department, college, university, professional, and community service related to their employment with supporting documentation about their involvement with the stated service activities.
- E.** The scholarship of each candidate for tenure will be reviewed by at least three scholars from their discipline and external to Illinois State University.

1. External reviewers should be selected to minimize the possibility of actual, potential, or apparent conflicts of interest. Outside reviewers shall not be selected from among those with whom the candidate has had familial or close personal relationships or those who have been members of their dissertation committee(s), coauthors, colleagues, or collaborators within the last ten (10) years, or other individuals with a conflict of interest as defined in University ASPT Article I.B. Reviewers should be highly regarded and recognized scholars in the candidate's field and able to evaluate the quality, productivity, and significance of the candidate's scholarly and creative activity. Letters from faculty, staff, and/or administrators who are employees of Illinois State University are not considered to be "external reviewers" and will not be considered in evaluating the candidate.
2. External reviewers for tenure and promotion to Associate Professor applications shall hold the rank of Associate Professor or Professor (or the equivalent rank for institutions with a different academic rank system). External reviewers for tenure applications of probationary faculty members who hold the rank of Associate Professor shall hold the rank of Professor (or the equivalent rank for institutions with a different academic rank system). External reviewers from non-academic institutions will be considered after the DFSC reviews their credentials to determine whether the external reviewer(s)'s position is equivalent to the Associate Professor or Professor ranks.
3. Candidates should recommend at least five (5) reviewers to the department Chairperson. Recommendations should be accompanied by brief statements supporting the choices and stating any current or previous relationship. The statements should include brief bios of the proposed reviewers indicating their appropriateness as reviewers in the case at hand. If reviewers who have had significant previous contact with the candidate are recommended, reasons for that choice should be presented in sufficient detail to facilitate a reasonable and fair decision about the approval of the reviewers. Upon consultation with the DFSC, the Chairperson will select three (3) persons from whom reviews will be solicited. Contact with reviewers should be by the Chairperson only.
4. In the event the Chairperson believes additional recommendations are desirable or necessary, then (1) the candidate should be requested to make supplementary recommendations, and (2) the Chairperson may suggest additional reviewers to the candidate. Ordinarily, this process should result in a list of reviewers acceptable to the candidate and the Chairperson. Should agreements not be reached in this fashion, the candidate will select two (2) preferred reviewers and the Chairperson will select two (2) reviewers to lead to four (4) external reviewers from whom to solicit external reviews.
5. A minimum of three (3) external letters, but no more than six (6), is required.
6. The DFSC will not notify the candidate of the individuals who have been selected as their external reviewers. The external letters will become part of the candidate's personnel file. External evaluation letters shall not be made available to the candidate for tenure unless the evaluator has given prior written permission, pursuant to 820 ILCS 40/10.
7. The candidate will provide copies of a current vita, annotated research bibliography, and samples of selected research for an external review of scholarly and creative activity.

The Chairperson will solicit the agreed-upon reviewers to serve as external reviewers. Reviewers willing to provide external reviews will receive these materials along with copies of the Department, College, and University Mission Statements, the Department ASPT document, the College ASPT guidelines, and a written description of the candidate's assignment of efforts and activities for the entire period being evaluated. The candidate for tenure should provide this information by May 1, prior to the deadline for tenure applications for the external reviews to be returned and considered by the departmental and college committees.

8. External reviews are supporting material to complement the DFSC's justification of the candidate's "expectation for continued high-quality performance" (University ASPT, Article IX.C.2) in scholarly and creative activity.
- F. In accordance with the calendar established by the University, the DFSC will conduct a summative tenure review for each probationary faculty member and, considering the faculty member's performance during the probationary period and the faculty member's expected performance, make a recommendation for or against tenure. The DFSC shall notify the faculty member of its intended recommendation and rationale before transmitting its recommendation to the CFSC and shall provide the faculty member an opportunity to meet with the DFSC to discuss the intended tenure recommendation. If the faculty member believes that relevant factors or materials have been ignored or misinterpreted, an opportunity to present arguments and supplement the materials before a final recommendation is made by the DFSC will be provided.
- G. The DFSC shall report its final recommendation to the CFSC and the candidate. If the Chairperson dissents from a majority report, they must submit a minority report. If any other DFSC member dissents from a majority report, they may submit a minority report.

## **VIII. PROMOTION POLICIES**

- A. The DFSC shall follow the University's ASPT Policies and the College of Arts and Sciences ASPT Standards regarding promotion policies, criteria, procedures, and appeals.
- B. Each candidate for promotion to the rank of Associate Professor or Professor will submit the material included in Article VII.D. The scholarship of each candidate for promotion will be reviewed by at least three scholars from the candidate's discipline and external to Illinois State University. Guidelines for such evaluations are included in Department ASPT Policies, Article VII.E, and University ASPT Policies, Article VIII.E.
- C. For promotion from Assistant Professor to Associate Professor, the faculty member's continuing professional growth and professional activities should be of sufficiently high quality to merit the promotion. In particular, the faculty member should have a meritorious record in teaching and scholarly and creative productivity, and at least a satisfactory record in service.
- D. For promotion from the rank of Associate Professor to Professor, the faculty member's professional activities should demonstrate an excellence of quality that reflects sustained meritorious past performance, particularly in teaching and scholarly and creative

productivity, and is indicative of a similar meritorious performance in the future.

- E. The DFSC will make a reasonable judgment in each promotion case based on evidence concerning the faculty member's past performance, particularly in teaching and scholarly and creative productivity, and expected future performance.
- F. In accordance with the University's ASPT Policies, the DFSC will arrive at a recommendation for promotion for each eligible faculty member at the appropriate time. The DFSC shall notify the faculty member of its intended recommendation and rationale before transmitting its recommendation to the CFSC and shall provide the affected faculty member an opportunity to meet with the DFSC to discuss the intended recommendation. If the faculty member believes that relevant factors or materials have been ignored or misinterpreted, an opportunity will be provided to present arguments and supplement the materials before the DFSC makes the final recommendation.
- G. The DFSC shall report its final recommendation to the CFSC and the candidate. If the Chairperson dissents from a majority report, they must submit a minority report. If any other DFSC member dissents from a majority report, they may submit a minority report.

## **IX. POST-TENURE REVIEWS**

In accordance with the University's ASPT Policies, faculty members who receive an overall unsatisfactory performance rating, as defined by these ASPT guidelines, during the annual evaluation process for any two years of a three-year period are required to undergo a cumulative post-tenure review, which will be conducted in a manner consistent with University ASPT Policies, Article X.

## **X. EXPECTED ACHIEVEMENTS FOR TENURE AND PROMOTION**

The following guidelines will inform decisions regarding tenure and promotion from Assistant Professor to Associate Professor and promotion from Associate Professor to Professor. The Department acknowledges that there may be exceptional cases in which a faculty member's productivity in areas other than scholarly and creative activity may complement a still significant scholarly and creative activity record to justify departing from these guidelines. According to University ASPT Policies, no one set of criteria guarantees tenure, promotion to Associate Professor, or promotion to Professor.

- A. Scholarly and Creative Activity. Consistent with University ASPT Policies, the criteria for evaluating scholarly and creative activity will be their quality and significance as determined by the Department's own assessment (see Appendix A) and peer review through external reviews. The primary evidence of research productivity is a successful and nationally recognized research agenda evidenced by quality peer-reviewed publications and submitting and obtaining external research funding. All candidates are also expected to disseminate their scholarship to the discipline through presentations at academic conferences, invited seminars, peer-review of scholarly work, and/or other research activities outlined in the Faculty Evaluation Criteria Supplement (Appendix A).

A faculty member seeking tenure and promotion from Assistant to Associate Professor must present a consistent record of high-quality research, including peer-reviewed publications. Candidates for tenure and promotion to Associate Professor shall have achieved Very Good in annual evaluations in scholarly and creative activity for the majority of the time preceding their probationary employment at the University. Ordinarily, the faculty member will have published six (6) peer-reviewed articles, with at least one (1) article during the tenure and promotion evaluation period in journals above 120 points and at least three (3) additional publications in journals of 70 points and above. An exceptional publication may count as more than one publication toward the total of the ordinary six publications. In lieu of publications in peer-reviewed academic journals, the candidate can provide evidence of securing extramural funding support for their research. Peer-reviewed scholarly and creative activity published prior to joining the faculty at the University will not be counted toward this expected productivity.

A faculty member seeking promotion from Associate Professor to Professor must present a consistent record of high-quality research, including peer-reviewed publications, and have received national/international recognition for their scholarship. Candidates for promotion to Professor shall have achieved Very Good in annual evaluations for scholarly and creative activity for the majority of their employment at the University since promotion to Associate Professor. Ordinarily, the faculty member will have published eight (8) peer-reviewed articles, with at least two (2) articles during the promotion evaluation period in journals above 120 points and at least four (4) additional publications in journals of 70 points and above. An exceptional publication may count as more than one publication toward the total of the ordinary eight publications. In lieu of publications in peer-reviewed academic journals, the candidate can provide evidence of securing extramural funding support for their research. Ordinarily, peer-reviewed scholarly and creative activity published prior to joining the faculty at the University will not be counted toward this expected productivity.

- B. Teaching.** Candidates for tenure and promotion to Associate Professor and for promotion to Professor shall have achieved Very Good in annual evaluations for teaching for the majority of the time preceding their application for tenure and/or promotion. Teaching performance includes quality and quantity of instruction along with contributions to the needs of the Department, including but not limited to evidence of favorable student reactions to teaching, course material with clear and equitable criteria for evaluation of student work, documented advising of students in independent studies, internships, and research projects, contributions to recruitment and retention efforts, new courses introduced and their contribution to the departmental curriculum strategic plan, substantial course redesign in content or pedagogy, certification for online quality courses, engaging in equity, diversity, and inclusion efforts that contribute to student skill building and professional development, fostering civic engagement activities in the classroom, and the like. For a detailed list of activities contributing to teaching productivity, see Article IV.C.1, Appendix B, and University ASPT Policies, Appendix 2.A.
- C. Service.** Candidates for tenure and promotion to Associate Professor shall have achieved Very Good in annual evaluations for service for the majority of their probationary employment at the University. The expectation is that an Assistant Professor's service contributions will be primarily at the Department level and the profession. Candidates for promotion from Associate



Professor to Professor shall have received annual evaluations with Very Good in service for the majority of the time since promotion to Associate Professor. The expectation is that candidates for promotion to Professor will have contributed to service at the Department, the College or the University level, and the Profession. For a detailed list of activities contributing to service productivity, see Appendix C and University ASPT Policies, Appendix 2.C.

## **XI. SALARY REVIEW**

Faculty ratings based on the evaluation procedures outlined in Article IV provide an objective starting point in the final evaluation of faculty and the determination of recommended annual salary increments for faculty. The procedures that the Chairperson and the DFSC will follow in making adjustments to the evaluation ratings based on Article IV and in determining salary increment recommendations are outlined in this article.

- A.** The DFSC shall conduct an annual salary review of all faculty members.
- B.** The annual salary review shall ensure that faculty salaries are consistent with performance and contributions to the Department's mission, both in the short and long term.
- C.** The University may reserve some of the raise pool, but the Department's ASPT funds shall never be less than ninety percent (90%) of the tenured and probationary faculty members' proportionate share of any salary increase.
- D.** Of the salary adjustment funds received by the Department for distribution through the ASPT system, twenty percent (20%) of the Department's allocation will be distributed as an equal percentage of base salary to all raise-eligible faculty members who receive an overall satisfactory performance rating, as required by the University ASPT Policies. Faculty members with overall unsatisfactory performance shall receive no incremental raise.
- E.** The remaining eighty percent (80%) will be distributed to all raise-eligible faculty on performance-based criteria. A faculty member must meet the minimum satisfactory performance requirement in overall evaluation and in teaching to receive a merit-based pay increase beyond the across-the-board increment.
- F.** Merit-based salary incrementations will be allocated as follows:
  1. Seventy percent (70%) of the merit-based increase will be given in the salary incrementation process to the faculty member's overall performance evaluation during the year under review (short-term productivity). The remaining thirty percent (30%) will be based on the faculty member's overall productivity during the preceding five years (long-term productivity adjustment). For faculty members with less than five years of service at the Department of Economics, the long-term productivity will be based on performance evaluations since their appointment to the Department.
  2. For short-term productivity, the percentage increase is the relative contribution of each faculty member to the total departmental short-term productivity. The short-term productivity share is calculated as the ratio of each faculty member's annual evaluation overall score divided by the summation of all average productivity of faculty eligible for

merit-based increases.

3. For long-term productivity, the percentage increase is the relative contribution of each faculty member to the total departmental long-term productivity. The long-term productivity share is calculated as the ratio of each faculty-specific five-year average divided by the summation of all average productivity of faculty eligible for merit-based increases. For faculty members with no annual evaluation (e.g., approved leave, administrative appointment, new faculty member), the average productivity from the years when such evaluations are present will be used (with the period not exceeding the five previous continuous evaluation years).
  4. These percentage increases multiplied by the current monthly base salary of each eligible faculty for a merit-based increase give the absolute dollar salary increments. A faculty member who does not meet the requirements for a salary increase will be allocated \$0 for the short-term merit-based increase. A faculty member not eligible for an annual salary increase can still receive a long-term adjustment if they have met the conditions for a merit-based increase in the previous years.
- G.** The summation of the absolute dollar amount from the across-the-board, the short-term merit-based productivity, and the adjustment for long-term productivity will provide the total salary increase for each faculty member.
  - H.** The DFSC is responsible for the consideration and final approval of across-the-board and merit-based salary increment recommendations in consultation with the Chairperson.
  - I.** Occasionally, a portion of the total salary increase is reserved to adjust for equity considerations. If such an amount becomes available, the Chairperson will solicit feedback from the DFSC about how the amount should be allocated and to which faculty members. The Chairperson shall use these recommendations in their decisions to allocate this equity amount and will announce the decision to the DFSC. If the Chairperson decides on a different equity allocation from the one suggested by the majority of the DFSC, the Chairperson shall provide a justification for the selected equity allocation.
  - J.** The adjustments may also address cases in which the performance evaluation cannot fully capture some unusual contribution made by the faculty member. This may happen when the activity is unusual or unforeseen and thus cannot be adequately captured in the performance evaluation in any category. Generally, raises based on long-term evaluations, equity adjustments, compression, or comparisons to peer-institution faculty salaries will be in absolute dollars.
  - K.** In accordance with University ASPT Policies, the Chairperson will notify each faculty member of the components of the faculty member's salary increment and the number of dollars awarded to each component. The aggregates for the components of the Department will also be provided upon completion of the salary increment process.
  - L.** Members of the DFSC shall not participate in the deliberations concerning their own salary increments. In such cases, each member whose salary increment is under discussion shall recuse themselves during such deliberations.

## **XII. DISCIPLINARY ACTIONS AND TERMINATION OF EMPLOYMENT**

Disciplinary actions (sanctions, suspensions, dismissals) and termination of employment of a tenured faculty member shall be in accordance with University ASPT Policies.

## **XIII. ETHICAL CONDUCT**

The DFSC shall handle allegations of unethical conduct by a faculty member in accordance with University policies, guidelines, and procedures.

Approved by the CFSC December 8, 2023.